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Thursday 6 November 2025

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 14 November 2025**.

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 the Committee

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

2: Minutes of Previous Meetings

1 - 14

To approve the Minutes of the meetings of the Committee held on 25th July and 12th September 2025.

3: Declaration of Interests

15 - 16

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: Tourism Strategy

17 - 38

The report provides an update on the development of the Council's Tourism Strategy and invites feedback from the Committee.

Contact: Richard Smith - Creative Development Manager

8: Increasing Physical Activity in North Kirklees

39 - 46

The report provides an update in relation to increasing physical activity in North Kirklees and the next steps.

Contact: Martin Gonzalez – Public Health Manager

9: Procurement Strategy - Proposed Ethical Procurement Policy and Supplier Code of Conduct

47 - 78

The report provides an overview of proposed updates to the Procurement Strategy and the proposal to introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers.

Contact: Ruth Calladine – Head of Procurement and Commissioning Support

10: Corporate Safeguarding Update

79 - 130

The report provides an overview of the Council's 2025 Statutory Organisational Safeguarding Assessment and the Corporate Safeguarding Plan, including an update on progress on actions.

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

11: Lead Members Updates

The Lead Members for the Children's, Growth & Regeneration, Environment & Climate Change and Health & Adult Social Care Scrutiny Panels will update the Committee on the work currently being undertaken by their Panels.

Contact: Sheila Dykes – Principal Governance Officer

12: Work Programme

131 -
138

The latest version of the Committee's Work Programme for 2025-2026 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 25th July 2025

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

In attendance: Councillor Nosheen Dad – Adult Social Care and Corporate
Portfolio Holder
Andy Simcox – Service Director, Strategy and Innovation

Apologies: Councillor Itrat Ali

15 Membership of Committee

Apologies were received from Councillor Itrat Ali.

16 Declaration of Interests

No declarations of interest were received.

17 Admission of the Public

All items were considered in public session.

18 Deputations and Petitions

No deputations or petitions were submitted.

19 Public Question Time

No questions were asked.

20 Corporate Portfolio Priorities 2025/2026

Councillor Nosheen Dad, the Portfolio Holder for Adult Social Care and Corporate, gave a presentation in respect of her priorities for 2025/26.

Also present was Andy Simcox, Service Director for Strategy and Innovation. Councillor Dad explained that she had three main priorities within the Corporate element of her portfolio:

Supporting the most vulnerable in Kirklees:

Support was offered to residents in financial crisis working closely with partners, such as third sector organisations, to maximise the impact. This included the effective use of the Household Support Fund (HSF) which facilitated the provision of targeted support and advice services to help people improve their financial circumstances through prevention and building resilience. The HSF was due to be replaced by the new Crisis and Resilience Fund from April 2026.

Championing an inclusive workplace:

Overview and Scrutiny Management Committee - 25 July 2025

There was a commitment to making the Council a great place to work by ensuring all staff felt heard, valued, and included. This included working collaboratively with staff, trade unions, and employee networks to support open communication and meaningful participation. As an example, Project Search was a collaborative, supported internship programme, delivered alongside partners, and designed to help young people with learning disabilities and/or autism spectrum conditions transition from education into employment.

Delivery of an inclusive and accessible customer service to all our communities:

To ensure that all residents could easily access the services they need through Kirklees Direct (the Council's Customer Contact Centre). The Customer Access Programme was ongoing which focused on improvements for customers and addressing their needs.

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

- The parameters of the portfolio had changed from last year. There was continuity, in particular, in respect of supporting the most vulnerable and championing an inclusive workplace for all staff.
- In terms of welfare changes, and the potential impact on benefits and wider services associated with the replacement of the Household Support Fund (HSF) with the Crisis and Resilience Fund in April 2026, it was explained that detailed guidance was still awaited from the Government. Forward planning work was being undertaken and the changes would be factored into the programme to ensure that nobody fell behind.
- There was an awareness of the impact of transition on residents who might not be eligible under new criteria and ensuring that those that needed extra support were safeguarded as much as possible.
- The hope was that the difference was focussed mainly on the change in approach in terms of building resilience within communities whilst supporting them.
- Further information could be presented once the detail was available, although the timescale between the guidance being received and implementation may be tight.
- There was a very dedicated central advice team which assisted residents to identify any benefits that they were entitled to or other funding that they could access. The Council also worked very closely with third sector organisations on this issue. Ward Councillors who were aware of residents needing support should encourage them to get in touch with the Council's team or third sector organisations who could help them. Communications activity was also undertaken to raise public awareness through the Council's channels to increase uptake.
- If access to services was not working effectively then this led to residents contacting their ward councillors. There were issues with the telephony system and some residents did not have access to online services or found them challenging to operate. It would be helpful to capture the reasons why residents approached councillors to see if there were any recurring themes so that this information could be used to inform improvements. It was also important that ward councillors were able to access the information they needed and get a

Overview and Scrutiny Management Committee - 25 July 2025

timely response to queries to assist them in dealing with their constituents' concerns.

- Analysis of data could also be used in relation to which services people were trying to access, such as the volume of calls and wait times. The Customer Access Programme was considering these issues, including customer expectations and what improvements could be made, and it was acknowledged that data about the contact with councillors could be a key part of that.
- This data could also assist in tracking whether the position had improved.
- Digital inclusion was one of the key issues in the future digital strategy with consideration of making the best use of technology to ensure that it was as simple as possible to use, but also ensuring that the needs of residents were considered and people were not being excluded by any of those sorts of improvements. It was noted that the digital strategy was on the Committee's work programme.
- It would be helpful to know how changes in customer service would be monitored and evaluated, and the outcomes that were expected.
- In addition to the ongoing staff survey, consistent engagement with staff was undertaken through the joint consultative group, the various employee networks and the trade unions. Any ideas from staff about what they would like in terms of engagement or how they could feel more valued and heard were welcomed. There was a wish for staff to feel comfortable in approaching managers with concerns, without worrying about repercussions and to feel that they were heard, were valued and were part of a positive change.
- The current staff survey was live at this point in time, data on the response rate could be provided for Committee Members. Significant efforts were being made to maximise participation and the responses would be used to support future actions.
- The initial point of contact with the trade unions was the Joint Consultative Group but one-to-ones were also being organised for the Portfolio Holder to build that relationship and discuss the priorities and develop two-way support.
- In addition to staff surveys, it was considered that departmental/team meetings which provided a safe space for a catch-up and for issues to be raised could also be very useful. It was acknowledged that this was good practice, to allow engagement on an ongoing basis, and was encouraged within the Council, whilst the survey would provide a snapshot at a particular point in time. It was noted that it could also be helpful in terms of being able to regularly check on the wellbeing of staff, particularly in light of the increase in working from home.
- The work being undertaken by Project Search was very valuable in helping young people move from education to employment.

RESOLVED –

- (1) That the Portfolio Holder for Adult Social Care and Corporate be thanked for attending to present her priorities for 2025/26.
- (2) That the stated priorities for the Corporate Portfolio for 2025/26 be noted and the Committee request that a progress report be presented at an appropriate time.
- (3) That a report be added to the Committee's Work Programme in respect of the replacement of the Household Support Fund and the impact on Kirklees' residents.
- (4) That a visit be organised to see the work being undertaken by Project Search.

Overview and Scrutiny Management Committee - 25 July 2025

21 **Kirklees Scrutiny Work Programmes 2025/2026**

The Chair introduced the Committee's Work Programme for 2025/26.

The Chairs of each of the four standing Scrutiny Panels below, introduced their initial Work Programmes for 2025/26:

- Children's
- Environment and Climate Change
- Growth and Regeneration
- Health and Adult Social Care

RESOLVED -

- (1) That the Scrutiny Panel Work Programmes for 2025/26 be agreed.
- (2) That the Overview and Scrutiny Management Committee Work Programme for 2025/26 be approved.
- (3) That the Lead Members be thanked for introducing their Work Programmes and that progress updates be given at future meetings.

22 **Concluding Remarks**

The Chair provided an update in respect of the Armed Forces Covenant, which had been discussed at the May meeting. Members had recently visited Tommy's Lounge, along with the relevant Cabinet Member; this had proved to be a very interesting and worthwhile visit. He had requested that he be updated in respect of the bid for funding to develop the facility into a 'one-stop shop' to assist veterans. In relation to the Committee's recommendation that all Councillors should take every opportunity to raise awareness of the Armed Forces Covenant and to encourage local businesses and organisations in their area to sign, a briefing note was in development to assist them in this.

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Friday 12th September 2025

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

In attendance: Councillor Carole Pattison, Leader of the Council
Councillor Graham Turner, Portfolio Holder for Finance and Regeneration
Martin Dearnley, Head of Audit and Risk
Mike Henry, Head of Data and Insight
Kelly Hollis, Policy and Partnerships Officer
Kevin Mulvaney, Service Director Finance

23 Membership of Committee

No apologies were received.

24 Minutes of Previous Meeting

RESOLVED -

That the minutes of the meeting of the Committee held on 11th July 2025 be approved as a correct record.

25 Declaration of Interests

No interests were declared.

26 Admission of the Public

All items were considered in public session.

27 Deputations/Petitions

No deputations or petitions were received.

28 Public Question Time

No public questions were received.

29 Council Plan and Performance Update - Quarter 1 Report 2025-2026

Councillor Carole Pattison, the Leader of the Council introduced the report in respect of the Council Plan and Performance for Quarter 1 of 2025/26, supported by Mike Henry, Head of Data and Insight.

The report had been submitted to Cabinet on 9th September 2025 and included:

Overview and Scrutiny Management Committee - 12 September 2025

- Details on activity and delivery against the four priorities within the Council Plan and planned activity for Quarter 2.
- The latest data against the Council's key measures for 2025/2026, including a summary of the direction of travel and planned activity for Quarter 2.
- Benchmarking data to contextualise the demand and performance trends and enable comparison of Kirklees with regional and national rates.

The following points were highlighted:

- **Getting the Basics Right:**
 - Tight budget controls had been maintained.
 - The Highways Capital Plan 2025-27 had been approved.
 - Improvements were being made in respect of the focus on customers.
- **Protecting the Vulnerable and Achieving Inclusion:**
 - Investment had been made into additional provision for children, with good progress towards the improvement and expansion of two special schools.
 - A scheme supporting neurodiversity inclusion had commenced in 14 schools.
 - Modernisation of day care facilities for adults with complex learning disabilities and autism was underway.
 - A dedicated apprenticeship scheme had been introduced to support care leavers.
- **Thriving People and Communities:**
 - Continued strengthening of partnerships.
 - Environmental sustainability improvement activities, including tree planting and management/support for the White Rose Forest partnership.
 - Public safety issues were being addressed.
 - A Physical Activity Strategy was being developed.
- **Local Economic Growth:**
 - The Inclusive Economic Strategy had been approved.
 - Good progress was being made in relation to the Cultural Heart and Dewsbury Blueprint.
 - A range of projects were progressing in Batley, Cleckheaton, Heckmondwike, Holmfirth and Marsden.
 - The Council's Transport Strategy had recently been approved.
- There were ongoing challenges in respect of:
 - Increased demand for adult social care services.
 - Rising numbers of looked-after children.
 - An increase in incidents of fly-tipping.
- In relation to performance against key measures:
 - The percentage of Education, Health and Care Plans issued within 20 weeks had improved.
 - Significant improvements had been made in addressing damp, mould, and condensation cases in Council properties.
 - A reduction had been achieved in respect of the number of households in temporary accommodation.

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

- In response to a question about the rise in adult social care cases and early intervention and prevention, it was explained that efforts were being made to

Overview and Scrutiny Management Committee - 12 September 2025

help keep people in their homes longer, including through the use of technology. The recently opened day care facility in Mirfield provided respite care and also provided information and support for carers and relatives of people with dementia.

- The increase in fly-tipping was of concern and it was suggested that a comprehensive strategy, including media campaigns, CCTV, convictions and community engagement would assist in addressing this issue. Assurance was given that the fly-tipping strategy was being implemented in phases and additional staff and equipment were in place. A 'blitz' was in progress to clear the backlog, with a target of 8 to 12 weeks.
- The importance of prevention, education and working with the community in reducing the amounts of waste and disposing of waste responsibly was emphasised; fly-tipping needed to be completely socially unacceptable. There had been an increase in the numbers of people prepared to make statements and community groups would not accept adverts such as 'man with a van'.
- It was suggested that some people may be unable to afford the charges for the Council's bulky waste collection service but noted that the charges could be cheaper than other alternatives and may not be as much as residents perceived; discounts were offered in some cases. Suggestions included offering one free bulky waste collection per household.
- Reporting fly-tipping on the website did not generate a response or updates.
- It was important that initiatives such as the 'blitz' on fly-tipping were communicated effectively, and providing timescales was also important.
- Use of the online reporting portal was encouraged as it provided data that could identify hotspots, levels of waste and how long it had been in situ.
- Improvements in the timescales for Education, Health and Care Plans (EHCPs) were welcomed, but it was noted that this was an issue that was still being raised with ward councillors.
- Work was being undertaken with schools to provide the support that was needed for children through working in clusters, additional SEND (Special Educational Needs and Disabilities) places were being provided and two new schools were progressing. The Authority's strategy was recognised as being good practice.
- In terms of the EHCP complaints process, this had been streamlined and there was a team to deal with these issues. It was noted that the complaints covered a range of issues and that officers aimed to work with parents to be able to access what their child needed.
- Getting the basics right was not just about financing but getting the processes right such as ensuring the necessary equipment and/or staff were available to be able to provide services.
- The sustainability and management of trees planted as part of the White Rose Forest initiative was discussed. There were targets in place for Kirklees and the district was performing well, though long-term maintenance was a separate issue; if they were on Council land they would be maintained by the relevant service(s).
- More detail on the Customer and Access Programme was requested, noting that some residents did not or could not use online facilities.
- The progress on damp, mould and condensation cases was commended. It was explained that there had to be careful management of the different trades involved to achieve this and the backlog had now been cleared.

Overview and Scrutiny Management Committee - 12 September 2025

- The reduction in the use of temporary accommodation was welcomed. In respect of plans to reduce the numbers further, efforts were being made to increase the amount of suitable housing stock and thus reduce reliance on bed and breakfast accommodation, with the first priority being families. Further information could be provided to Members in respect of the length of the average stay in bed and breakfast accommodation.

RESOLVED –

- (1) That the Leader and the Head of Data and Insight be thanked for attending to present the update in respect of the Council Plan and Performance for Quarter 1 2025/26.
- (2) That the current position be noted and it be recommended that these reports continue to be submitted to the Committee on a regular basis so that Lead Members can pick up any items within the remit of their Panel that may require further scrutiny.
- (3) That the Committee requests the provision of further information in respect of:
 - (i) The Customer and Access Programme.
 - (ii) The average length of stay in temporary bed and breakfast accommodation in Kirklees.

30

Devolution Update - Impact on Kirklees and Engagement at Regional Level

The Leader of the Council, Councillor Carole Pattison, presented a report which summarised the contents of the English Devolution and Community Empowerment Bill for the Committee's information and to facilitate consideration of the potential impact on Kirklees and engagement at regional level. Kelly Hollis, Policy and Partnerships Officer was also present for the item.

The following points were highlighted:

- The bill had recently had its second reading in the House of Commons.
- There had been recent changes in Government ministerial roles and it was not known at this stage if there would be any changes to the bill as a result.
- Local government reorganisation would have a less significant impact on Kirklees, as it was already a Unitary Authority.
- The West Yorkshire Combined Authority (WYCA) would be designated as an Established Mayoral Strategic Authority, with a few changes in governance.
- The main impact of the bill would be in relation to the integrated settlement, which was expected to be implemented in April 2026.
- WYCA was working to identify the additional powers and funding that the region would wish to be devolved and was actively preparing for future changes. The relevant workstreams were set out in the report and updates were anticipated in the near future.
- Further detail was awaited from the government across a number of areas including the neighbourhood governance arrangements. Regulations and guidance, on this and other elements, such as the local audit system, would be issued separately following the Bill becoming law.

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

Overview and Scrutiny Management Committee - 12 September 2025

- There was a need to know how neighbourhood governance would operate. Various methods had been used in Kirklees in the past, such as use of the Place Standard and area committees. Funding would be needed to effectively implement it and allow focus on neighbourhood priorities.
- It was noted that the Local Government Association were advocating for 'new burdens funding' to support neighbourhood governance.
- The restoration of the alternative vote system for electing regional mayors and the proposals for 'Community Right to Buy' were welcomed.

RESOLVED-

- (1) That the Leader and the Policy and Partnerships Officer be thanked for attending to update the Committee.
- (2) That it be noted that further updates will be provided to members of the Committee, via a briefing note, in December 2025 and February 2026.

31

Corporate Risk - Quarter 1 Report 2025-2026

Councillor Graham Turner, Finance and Regeneration Portfolio Holder, introduced the Corporate Risk Report for Quarter 1 2025/26 with reference to the report submitted to Cabinet on 9th September, supported by Martin Dearnley, Head of Audit and Risk.

The following points were highlighted:

- There had been minimal change since Quarter 4.
- One new risk had been added in respect of project management and delivery. This was to be further developed and was rated amber.
- Two risks had been removed: 'Adult Social Care Assurance Framework' and 'Data Insight for Adults Services' and were now being managed at service level.
- The score for 'Climate Change' had increased due to gaps in skills and staffing affecting the ability to deliver grant-funded initiatives and secure future third-party funding.
- The 'Budget Monitoring and Management' risk score had reduced, reflecting the tracking and control in place, although it was acknowledged that financial risk remained a key risk.
- The score for 'Procurement Processes' had reduced due to the successful implementation of new procedures and staff training aligned with the Procurement Act.
- There were 16 red-rated risks, including 'Medium-Term Financial Sustainability', 'Cybersecurity', 'Contract Management', 'SEND Provision', 'Homelessness and Temporary Accommodation', 'Housing Safety and Quality', and 'Capital Plan Management'.
- An overview of the full register, with information provided in relation to the current and previous risk score, the controls in operation and the actions being taken.

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

- It would be a good idea to have an opportunities register, particularly for areas such as climate change.

Overview and Scrutiny Management Committee - 12 September 2025

- The co-benefits of action on climate change should be emphasised, such as reduced fuel bills, improved air quality and job creation.
- Issues with staffing and recruitment in climate-related roles was of concern, as this could potentially limit the Council's ability to take opportunities, an example being the Warm Homes Local Funding.
- Climate change was acknowledged as a significant challenge and the view was expressed that, whilst more could always be done, the Council was doing what it could within the constraints. It was noted that the difficulties in recruitment extended beyond local government.
- Local area energy plans were being developed by some other local authorities and this was an issue that the Environment and Climate Change Scrutiny Panel should look at.
- Several initiatives were underway in respect of alternative provision for temporary accommodation and there was a strong desire to reduce reliance on bed and breakfast accommodation and improve homelessness support.
- There was a hope that upcoming legislation aimed at regulating landlords and improving housing security for tenants may assist in preventing some homelessness.

RESOLVED –

- (1) That the Cabinet Member for Finance and Regeneration, and the Head of Audit and Risk be thanked for attending to update the Committee.
- (2) That the current position be noted and it be recommended that these reports continue to be submitted to the Committee on a regular basis so that Lead Members can pick up any items within the remit of their Panel that may require further scrutiny.

32 Corporate Financial Monitoring Report - Quarter 1 2025-2026

Kevin Mulvaney, the Service Director, Finance gave a presentation in relation to the financial monitoring for Quarter 1 2025/26, with reference to the report submitted to Cabinet on 9th September 2025.

The Portfolio Holder for Finance and Regeneration, Councillor Graham Turner, was present and introduced the item.

The presentation went through:

- The revenue headlines.
- Quarter 1 Forecast and Outturn, with a breakdown across each directorate.
- The high-level variations for each directorate.
- Analysis of the variances for each directorate.
- Housing Revenue Account (HRA) position.
- Capital headlines and re-profiling.
- Dedicated Schools Grant (DSG) position.

The following points were highlighted:

- A projected overspend of £5.9 million was reported for Quarter 1, noting that this was the lowest Q1 overspend since the pandemic and there was optimism about achieving a balanced budget by year-end.

Overview and Scrutiny Management Committee - 12 September 2025

- Key financial pressures continue to stem from demand-led services such as Children's Services and Adult Social Care.
- Investment in future service delivery in these areas was ongoing, although the benefits would take time to have an impact.
- Children's Services showed a £3.9 million overspend, primarily due to increased numbers of looked after children, external placements and a rising average weekly cost. It was noted however, that Kirklees compared favourably to statistical neighbours in terms of the numbers of looked-after children.
- Adult Social Care projected a circa £1.7 million overspend, with significant challenges in achieving savings targets related to client income and debt collection.
- Place Directorate faced a £1.5 million overspend, mitigated partially by reserves. The key pressure areas were home-to-school transport, property management and maintenance costs, landbank, parking and highways.
- Public Health, Corporate and Central showed an underspend of £0.7 million, although attention was drawn to additional demand affecting legal services.
- The Council was using contingency reserves to manage pressures, including £1.5 million for home-to-school transport and circa £400k for the delayed care homes transfer.
- The HRA was broadly balanced with minor variances.
- The Capital Plan had been reprofiled with approximately £10 million moved to future years.
- The DSG deficit was forecast to increase by £12.5 million, bringing the cumulative deficit to over £75 million. It was noted that this was a national issue and a White Paper was expected in Autumn 2025 which would establish the Government's approach.

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

- The Council had entered into a 'Safety Valve Agreement' with the Department for Education (DfE) to manage high needs block pressures. The Council had committed £10 million over five years, and Government approximately £2.3 million annually plus a significant additional grant to support the provision of two special schools, with the aim of reducing the cost of external placements.
- In response to a question about the Government's approach and the conditions attached to such agreements, it was explained that the current government was honouring existing agreements but not entering into new ones. It was anticipated that future policy would be included in the upcoming White Paper.
- It was noted that the Council had been commended by the DfE for its work on the Safety Valve.
- The £9.9 million re-profiling of the Capital Plan had been undertaken since the July rollover report and had contributed to reducing borrowing needs. The estimated revenue saving from re-profiling was generally based on approximately £80,000 per £1 million, if borrowing over 25 years, but the calculation was complex as there were two parts, the interest on the borrowing and the Minimum Revenue Provision (MRP).

RESOLVED –

- (1) That the Cabinet Member for Finance and Regeneration and Service Director – Finance be thanked for attending to update the Committee.

- (2) That the current position be noted and it be recommended that these reports continue to be submitted to the Committee on a regular basis so that Lead Members can pick up any items within the remit of their Panel that may require further scrutiny.

33 **Medium Term Financial Strategy**

Kevin Mulvaney, the Service Director, Finance gave a presentation on the Medium-Term Financial Strategy (MTFS), with reference to the report submitted to Cabinet on 9th September 2025.

The Portfolio Holder for Finance and Regeneration, Councillor Graham Turner, was present and introduced the item.

The presentation went through:

- The basis of the Government's Fair Funding Review 2.0.
- The Key Funding and Pay Assumptions.
- An explanation of the 2026-27 Funding.
- 2026-27 MTFS Build Up, including a breakdown by directorate.
- MTFS Summary Position 2026-27 to 2030-31
- Next Steps.

The following points were highlighted:

- The MTFS established the financial framework for the Council's budget planning for 2026-27 to 2030-31 and reflected assumptions in relation to funding, inflation, service demand, and national policy changes.
- A budget gap of £18 million was forecast for 2026/27 which would require some reduction in budget pressures and new savings to deliver a balanced budget.
- The recent changes in the Department of Levelling Up, Housing and Communities (DLUHC) were noted and advice was awaited on whether this would change the approach in terms of funding local government.
- The Government's Fair Funding Review consultation had concluded in August 2025 and the response was expected in mid to late October.
- The MTFS assumed Kirklees would gain funding but the Government had stated that the figures were not confirmed. A prudent position had been taken of 60% of the figure from the modelling, which equated to £6.7 million.
- The assumptions in terms of Council Tax increase and pay inflation.
- The position in respect of the Collection Fund and Reserves.
- The key cost and income pressures, across the directorates.
- A cumulative gap of £56.3 million over five years.
- The report would be submitted to Council on 17th September 2025.
- Future action, in the short term:
 - Review and update pressures based on latest information.
 - Finalise Capital Plan review.
 - Give Services three-year savings targets.
 - Await Government response, Local Government Policy Statement, and Chancellor's budget (26th November 2025).
 - Budget proposals to be submitted to Cabinet on 2nd December 2025.

Overview and Scrutiny Management Committee - 12 September 2025

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

- The assumed gain from the Fair Funding allocation was welcomed but was insufficient given the scale of the challenges faced by the Council. It was noted that the gain from Fair Funding was a one-year figure, with potential to rise over the three years.
- In response to queries about the Council's contributions to the West Yorkshire Pension Fund, it was explained that:
 - The fund was currently in surplus and a consultation was underway (closing 3rd October) regarding potential reductions in employer contributions.
 - Representations would be made to support significant savings, whilst recognising the need for sustainability.
 - A 1% reduction in employer contributions could equate to savings of over £2 million.
 - No assumptions had been built into the MTFs, pending the outcome of the consultation.
 - There would not be an impact on members' pensions.

RESOLVED –

- (1) That the Cabinet Member, Finance and Regeneration and Service Director – Finance be thanked for attending to present the Medium-Term Financial Strategy to the Committee.
- (2) That it be noted that the Medium-Term Financial Strategy was considered by Cabinet on 9th September 2025 and would be submitted to Council on 17th September 2025.
- (3) That the proposed engagement with Scrutiny on the budget proposals for 2026/27, at a dedicated meeting in January 2026, to help inform the development of the proposals in advance of consideration by Cabinet and Council in February 2026, be welcomed.

34 Allocation of Scrutiny Co-optee for 2025-26

The Committee considered a report in respect of the allocation of a co-optee to the Environment and Climate Change Scrutiny Panel for the remainder of the 2025/26 municipal year.

RESOLVED –

That the appointment of Kevin Evans as a co-opted member on the Environment and Climate Change Scrutiny Panel, for the remainder of the 2025/26 municipal year, be approved.

35 Lead Members' Updates

The Lead Members for each of the Scrutiny Panels gave an update in relation to the work currently being undertaken by their panel:

- Environment and Climate Change
- Health and Adult Social Care
- Growth and Regeneration
- Children's

Overview and Scrutiny Management Committee - 12 September 2025

The Chair of the Committee provided an update in respect of the Armed Forces Covenant (AFC), reporting that:

- The Council had been awarded the Gold Award in the AFC Employer Recognition Scheme for 2025, in recognition of its outstanding commitment to supporting the armed forces community. Congratulations were offered to all those involved.
- There had been a good response to the introduction of an informal armed forces staff network, with a mix of veterans, reservists, cadet force adult volunteers and family members expressing interest.
- A networking event and drop-in had been arranged in partnership with Huddersfield Royal Infirmary on 24th September 2025.

36 Work Programme 2025-2026

The latest version of the Committee's Work Programme for 2025-2026 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:

Meeting:	Overview and Scrutiny Management Committee
Date:	14/11/2025
Cabinet Member (if applicable)	Cllr Pattison
Key Decision Eligible for Call In	No N/A - scrutiny
Purpose of Report	
To provide an update to Overview & Scrutiny Management Committee (OSMC) on the developing Kirklees Tourism Strategy.	
Recommendations	
<ul style="list-style-type: none"> • For OSMC to support the principles and objectives of the strategy as it progresses to Cabinet approval. • For OSMC to provide feedback on changes following the public consultation process. • For OSMC to note the contents of the report. 	
Reasons for Recommendations	
<ul style="list-style-type: none"> • OSMC considers a wide range of documents and strategies and is able to provide judicious advice and guidance for the strategy as it progresses to Cabinet approval; additionally, awareness and relevance of the work for other agendas across the OSMC work programme to support the strategy. 	
Resource Implications:	
None. The development of the strategy is a resourced work programme.	
Date signed off by <u>Executive Director</u> & name	Give name and date for Cabinet / Scrutiny reports Rachel Spencer-Henshall – 24/10/2025
Is it also signed off by the Service Director for Finance?	Give name and date for Cabinet reports N/A
Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?	Give name and date for Cabinet reports N/A

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? Yes

1. Executive Summary

This report provides an update on the progress to develop a Tourism Strategy that develops the current offer in the district and links activity with the emerging Kirklees Cultural and Heritage strategies and plans. These all play a role in delivering the Council Plan and Partnership Strategies.

The connecting point for the Heritage, Cultural and Tourism strategies is that they will all be centrally linked through telling the story of Kirklees. As the Heritage Strategy states, “Our heritage is our story; cultural activities enable us to explore those stories and tell them creatively; and tourism enables us to promote these stories and attract people to learn more about them.”

This strategy will give direction to an important area of work for the district that promotes the district to residents, visitors and businesses. Further to economic impact and improved perception of place, the work will connect to improved infrastructure and support for regeneration schemes, plus it will form part of region-wide activity to deliver a Local Visitor Economy Partnership (LVEP) Destination Management Plan with the other West Yorkshire authorities and the West Yorkshire Combined Authority.

2. Information required to take a decision

As identified earlier in this report, this builds on previous work and testing of themes with OSCM. A draft strategy was brought to OSMC for feedback on 28th February 2025 ([Scrutiny - 28th Feb 2025 - Tourism Strategy.pdf](#)), prior to public consultation.

The previous reports ‘Culture, Heritage and Tourism Strategies’ ([Culture-Tourism-Heritage Strategies.pdf](#) and [Culture Heritage and Tourism Strategies Scrutiny 25.11.2022 .pdf](#)) identified Kirklees had been without a Tourism Strategy for many years. It was also recognised there is a need to support tourism areas such as hospitality, accommodation and visitor attractions to improve the visitor experience in Kirklees and effectively support our Visitor Economy.

This strategy, with the Heritage and Cultural strategies, will bring new confidence to our offer and how we describe it. Strengths for the district have been identified as our landscape; food and drink offer; music festivals and culture; heritage; screen tourism; and sport. The Strategy will seek to strengthen Kirklees’ participation in the regional tourism offer working with the West Yorkshire LVEP.

The Tourism Strategy links with the Visitor Economy and the economic activity generated by visitors including spending on services and goods such as accommodation, food and attractions. It also links to other economic impacts including job creation, infrastructure development and overall economic growth.

The content of the latest draft strategy in the appendices shows the priorities and activity for the coming three years following public consultation and feedback.

3. Implications for the Council

3.1 Council Plan

This work is an agreed deliverable in the Council Plan 2024:

Section 4 of the Council Plan - Continue to invest and regenerate our towns and villages to support our diverse places and communities to flourish.

Engage more residents and visitors in our cultural and heritage offer and raise the profile of Kirklees by:

Publishing new strategies for Culture, Heritage and Tourism

3.2 Financial Implications

The development of the strategy is being delivered in service by Culture & Tourism. The West Yorkshire LVEP brings investment and expertise to the region to support joint initiatives for the development of strategic work in this area.

The delivery of the strategy will be scalable and respond to availability of resources and would look to galvanise relevant teams and projects across the council to deliver the objectives of the strategy and regional ambitions with West Yorkshire colleagues.

3.3 Legal Implications

There are no perceived legal implications in the development of the strategy, however the council's Legal Service will be consulted as required to avoid any legal implications.

3.4 Climate Change and Air Quality

The strategy includes a specific aim to 'Develop Kirklees reputation for sustainability and encourage best practices in environmental process.' This would be developed with relevant council officers and with the Kirklees Council Environment Strategy to develop relevant plans with partners. The West Yorkshire LVEP also has a commitment to sustainability through the delivery of its plans.

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

There are no obligations in the development of the strategy and establishing the programme of work. Integrated Impact Assessments will be used to support the development process, with further assessments created as required for streams of work and projects resulting from the strategy.

4. Consultation

Further to the information in the 'background papers' section, work was undertaken in 2022 by The FabI, a mix of research and public consultation, which resulted in strategy and delivery options on which the current draft strategy is based.

Public consultation took place in summer 2025 with support from the council's Data & Insight team. The online survey comprised of multiple choice and free text questions. The survey was promoted through Council communications and 2 in person drop-in sessions were hosted to provide support to complete the survey.

The consultation received 258 responses, 93% identified as Kirklees residents. Of the six areas of strength identified below for Kirklees, the majority of respondents agreed or strongly agreed with them and the proposed plans to develop them.

- Music festivals and culture
- Heritage
- Food and drink
- Landscape and wellbeing
- Screen tourism
- Sport

The consultation highlighted some key areas of focus for respondents, some that the strategy can support directly, others that can be supported by contributing to a wider conversation around development in the district. The topics of feedback included:

- Improving communications and promotion
- Increasing inclusion and accessibility
- Strengthening travel infrastructure
- Promoting Kirklees businesses
- Developing and maintaining green spaces and active tourism
- Engaging with communities and regional partners
- Modernising cultural and screen tourism
- Improving venues and facilities
- Developing accommodation and offering a choice
- Regenerating and managing better town centres

The strategy has been amended to reflect this feedback where it was not already included. Where the strategy is not in a position to determine the direction of an area of work, e.g. regeneration and town centre management, feedback will be provided to teams leading those areas and a tourism and visitor economy voice established to support future activity.

A summary of the Lickert scale (a rating scale used to measure survey participants' opinions, often ranging from strongly agree to strongly disagree) results in response to the draft strategy with topics of feedback is included in the appendices.

5. Engagement

Engagement and research over several years is contained within the 'background papers' section and as outlined in section 4 through the work undertaken by The Fabl.

Broader engagement will continue through partnership working with tourism bodies, the West Yorkshire LVEP and the sector, guided by the emerging strategy.

6. Options

6.1 Options considered

It has been acknowledged in OSMC previously that Kirklees has a need for Culture, Heritage and Tourism strategies, not least due to their role in economic and social regeneration. The Tourism Strategy is being pursued following approval to promote and support Kirklees as a vibrant place and to strengthen our cultural and visitor offer, particularly important as we

develop the West Yorkshire offer with neighbouring authorities who have invested in their cultural and visitor facilities.

6.2 Reasons for recommended option

Officers recommend that the Committee notes the content of this report and the work undertaken following previous approval to pursue the strategy. The Committee's views on the content of the strategy following consultation are welcomed.

A level of responsibility exists through the Council commitment to working with our West Yorkshire colleagues at a local authority and combined authority level to deliver the West Yorkshire LVEP as agreed through the West Yorkshire Combined Authority Board, 16th March 2023.

7. Next steps and timelines

Following feedback from OSCM, the strategy will move through an approval pathway to Cabinet approval.

This approval process is anticipated to complete by January 2026.

8. Contact officer

Richard Smith, Creative Development Manager
richardd.smith@kirklees.gov.uk

9. Background Papers and History of Decisions

[\(Public Pack\)Agenda Document for Overview and Scrutiny Management Committee, 11/02/2021 14:00](#)

Culture, Heritage and Tourism Strategies p9-26

10. Appendices

1. Summary of results in response to the draft strategy
2. Kirklees Tourism Strategy 2026 - 2029

11. Service Director responsible

Adele Poppleton, Service Director for Culture and Visitor Economy
adele.poppleton@kirklees.gov.uk

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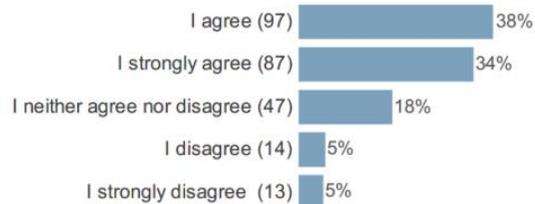
Overview and Scrutiny Management Committee
14/11/2025

This document features the results of Lickert scale questions and free text responses received from respondents to a Kirklees tourism strategy consultation. Under each of the areas of strength identified for Kirklees through the strategy development, the extent to which respondents agreed with the proposals is included alongside the themes discussed in feedback.

- Music festivals and culture
- Heritage
- Food and drink
- Landscape and wellbeing
- Screen tourism
- Sport

Music festivals and culture

To what extent do you agree or disagree with our plans to achieve this?

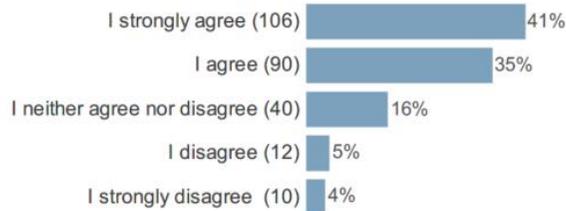


Themes discussed



Heritage

To what extent do you agree or disagree with our plans to achieve this?

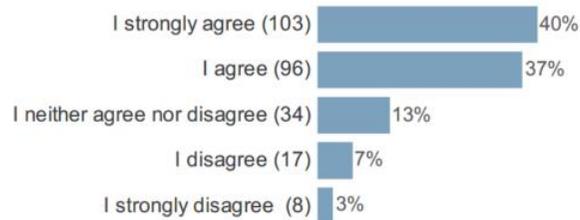


Themes discussed



Food and Drink

To what extent do you agree or disagree with our plans to achieve this?

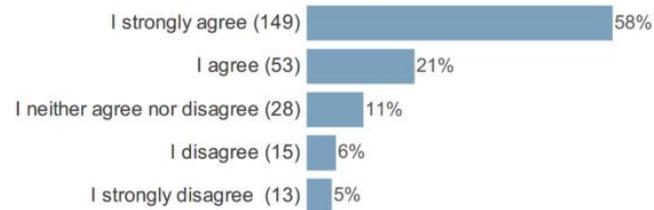


Themes discussed



Landscape and wellbeing

To what extent do you agree or disagree with our plans to achieve this?

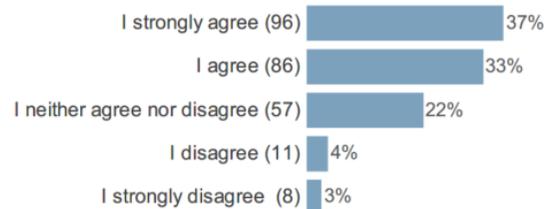


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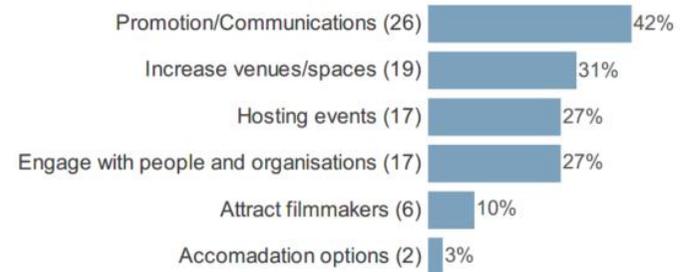


Screen tourism

To what extent do you agree or disagree with our plans to achieve this?

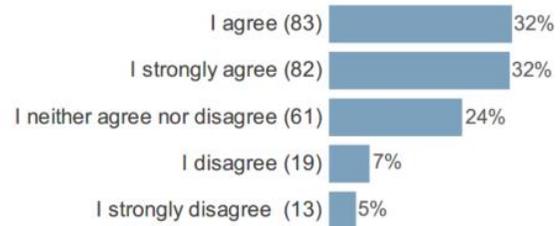


Themes discussed

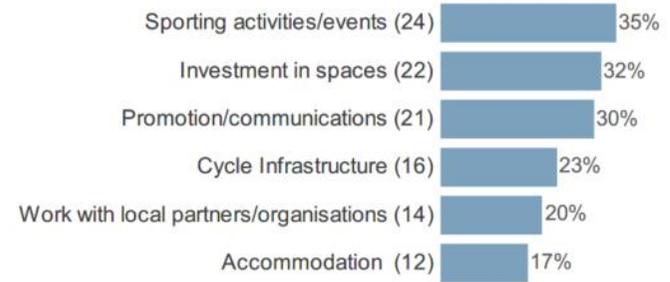


Sport

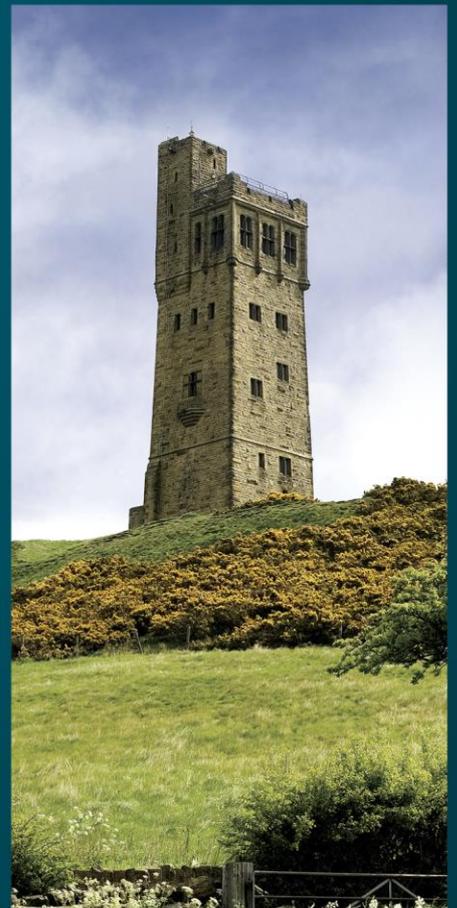
To what extent do you agree or disagree with our plans to achieve this?



Themes discussed



Kirklees Tourism Strategy 2026-29



Foreword

Welcome to Kirklees!

This Tourism Strategy is a vision for tourism and visitor economy activity in the West Yorkshire district of Kirklees. Nestled in the heart of Northern England, Kirklees boasts a rich tapestry of experiences including heritage, culture and natural beauty. This strategy compliments and enhances work across Kirklees to engage and attract visitors and other stakeholders to the district.

We are committed to promoting our cultural heritage, improving visitor infrastructure and fostering sustainable tourism practices that benefit both residents and visitors alike. We will use a place-based approach to recognise unique stories and work in a collaborative way, engaging local businesses, community groups and stakeholders to ensure that tourism development aligns with the needs and aspirations of our communities.

We are excited to introduce this Tourism Strategy as a significant step forward in enhancing our tourism sector. With a focus on practical and achievable goals, this strategy acknowledges the current financial challenges faced by both the country and Kirklees. By establishing a strong foundation now, we are setting the stage for future growth and ambitious initiatives in our subsequent tourism strategies.

We invite you to explore the potential of Kirklees and join us in our journey to make Kirklees a destination of choice, where every visit is a memorable adventure.

Tourism, Heritage & Culture Strategies

The Kirklees Tourism Strategy forms part of a suite of documents that work together for the district. The Kirklees Heritage Strategy 'We Are Making History' was written to create conditions which enhance, celebrate, care for heritage in Kirklees. The Heritage Strategy recognises the broad role of heritage, including Kirklees' assets, the stories of communities and the museum and gallery collections, as integral to place and identity.

The Heritage Strategy informs us of Kirklees' history and heritage. The Cultural Strategy celebrates the district's creative expression, talent and skills plus its wider culture, which includes our festivals, events, exhibitions, performances and programmes across our diverse venues. The Heritage Strategy may tell us who we are and why, but the Cultural Strategy focuses on how we share our identity, showcasing our innovation and creativity. The Tourism Strategy helps to shape how we invite people to experience our heritage and culture.

Kirklees Council Partnership Strategies

The four key Kirklees Council 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.

The economic and financial pressures facing Kirklees make it even more important that we have a shared understanding with partners of the challenges and opportunities our current context brings. These strategies are partnership-led. They explain our context, what our opportunities and challenges are, what we need to do most to improve and the role each of us has to make this happen.

The Inclusive Economy Strategy (in development) will outline how the council and key partners across the district are working to build a more inclusive and sustainable economy.

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.

The 'Environment Strategy; Everyday Life' sets out our borough's commitment and ambitious vision for greater action on environmental issues, whilst also addressing the ecological and climate emergencies.

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.

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.

This Tourism Strategy will support the delivery of the wider aims of the Council and its plans and will engage with key initiatives that influence its work.

Placing Kirklees

Kirklees has an impressive industrial heritage, contemporary culture and outstanding countryside. Our links to major cities creates a fantastic foundation for connectivity and further tourism experiences. It is well situated in relation to national parks and combined with the wider Kirklees offer, it is a great place to live and work.

With easy access to the M62 and M1, Kirklees is at the centre of the Leeds, Manchester and Sheffield City Regions, and is conveniently located for the north's major cities, airports and ports.

There are direct rail links to Huddersfield and Dewsbury from Leeds in under twenty minutes. London Kings Cross is just over two hours away and Edinburgh just over three, via a fast rail connection from Mirfield or Leeds. Leeds Bradford Airport sits to the north of Kirklees and direct trains connect Huddersfield and Dewsbury to Manchester Airport, giving access to inbound tourism markets from across the world.



Where Are We Now?

Our Visitors and Priority Areas

A public consultation in March 2022 revealed key motivators for travel to the district. The following top five reasons for visiting the district inform our work in the first few years of developing our tourism offer:

- Visiting friends, family and relatives
- The History, industrial heritage and cultural events
- Walking holidays with a pub and food theme
- The villages and valley scenery, with specific interest in our canal
- Screen tourism, inspired by filming locations for television and film productions.

This research supported the identification of six areas of strength for Kirklees to prioritise in meeting its tourism aims. The six areas are:

- Music festivals and culture
- Heritage
- Food and drink
- Landscape and wellbeing
- Screen tourism
- Sport

Music Festivals and Culture

Music tourism is significant and includes attending concerts, festivals and visiting historic music sites. Kirklees Year of Music was held in 2023, showcasing the diversity of musical heritage and talent in the region and appealing to all generations. There are music festivals in Kirklees of varying sizes and genres, together with small music venues delivering year-round live performances.

Wider Kirklees culture includes theatre, museum and gallery offers, providing a strong appeal to visitors, and in the future the offer will be even stronger when the Our Cultural Heart development opens from 2026. Visitors for all cultural activities and events create revenue streams for other parts of the visitor economy, such as hospitality and local businesses.

We will:

- Build on Kirklees Year of Music 2023 by developing opportunities to attract and host music and culture events.
- Work with West Yorkshire partners to develop opportunities in the region, including region-wide cultural events following Bradford 2025 City of Culture.
- Inform and promote regeneration and development schemes, especially Our Cultural Heart.

Heritage

Kirklees has a range of Heritage assets, including Oakwell Hall, Bagshaw Museum, Castle Hill, the National Coal Mining Museum and Standedge Tunnel. There are strong links to the Brontës, the English Civil War and Industrial Heritage. The cultural offering extends with day excursions to experiences such as Haworth's Brontë Country, Halifax's Piece Hall and The Royal Armouries in Leeds.

We will:

- Support the delivery of the Kirklees Heritage Strategy and promote the assets of the district, helping our visitors to discover our heritage through different experiences and culture.
- Promote Heritage Open Days and the work of our community and volunteer groups in celebrating the heritage of Kirklees.

Food and Drink

Many visitors discover a destination through food and drink. Kirklees has a diverse range of restaurants, cafes, markets, pubs and bars - including small food and drink festivals, Holmfirth Vineyard plus several coffee roasteries and micro-breweries. Kirklees can provide food and drink experiences with a year-round appeal.

We will:

- Support Food & Drink festivals and highlight restaurants, bars and cafes across the district.
- Promote our food and drink businesses and events to industry events and awards.
- Raise the profile of quality employment in the hospitality and tourism sector.

Landscape and Wellbeing

Kirklees is well positioned geographically and has outstanding natural assets. It makes up around 10% of the Peak District Park and has other national parks nearby. Walkers, cyclists and homeowners cite its green spaces as a major appeal for visiting and spending more time in the district.

We will:

- Develop routes across our landscape that encourage and help visitors to explore Kirklees.
- Position Kirklees as a destination for active holidays.
- Capitalise on Kirklees' natural scenery to develop walking, cycling, canal and Green Flag park tourism with health and wellbeing benefits.

Screen Tourism

The district has featured in film and well-known series, we would like to grow our opportunities for screen tourism. Screen tourism can attract national and international audiences and plays a crucial role in raising awareness of destinations.

We will:

- Use classic and contemporary screen locations and seek to establish links with notable actors from the district to showcase Kirklees and inform, inspire and influence travel decisions.
- Promote local film festivals and develop itineraries for the district, including heritage locations such as Oakwell Hall and multi-day trips that include neighbouring locations and media attractions.
- Look to attract new productions to Kirklees with our West Yorkshire colleagues to build business and screen tourism.

Sport

The region is well regarded in the sporting world, with prominent football and rugby league clubs Huddersfield Town, Huddersfield Giants, Batley Bulldogs and Dewsbury Rams. The region also has high-rated golf clubs and is renowned for its routes and connections to cycling. Sporting visitors to Kirklees often repeat their visit and recommend the destination to others.

We will:

- Encourage sport enthusiasts to extend a day visit to overnight stay with suggested itineraries.

- Establish a profile for different sporting options, such as attracting golf enthusiasts from other areas of the UK to stay and play the Kirklees golf courses and enhance the green profile of the district.
- Encourage cyclists to explore the Kirklees offer, creating itineraries that build on the district's history with the sport and strong selection of cycling routes.

Further to the key motivators for travel to the district, the following tourism trends and markets will inform our work:

Tourism Trends

Visitors learn about destinations online as well as through traditional marketing channels and will travel to Kirklees in different social groups, such as travelling solo, with family, with friends or on business. Tourism sentiment surveys conducted by Visit Britain, YouGov and World Travel and Tourism Council show that tourists and residents are motivated by wellness, outdoor activities, gastronomy, heritage or a specific interest such as nature, sports and music.

Consumer trends and overriding trends such as climate change or shifts in economic power inform and influence how people spend their leisure and visit time. Based on travel motivations, the results of our Kirklees public consultation and consumer behaviour, eight trends have been identified to inform our work. These are relevant to shaping visitor demand nationally and locally:

Shorter Breaks, More Often

Visitors are opting for shorter stays that feature experiences. There is a diversity of profiles that may opt for a shorter stay, for example travel groups of different ages, mixing business and leisure, staycations or different cultural motivations

Rural Retreats

Consumers are leading increasingly busy lives. Holidays and short breaks often have a focus on recovery, self-improvement, wellbeing and outdoor activities.

Wellbeing Holidays

Interest in physical and mental health has increased demand for pursuits such as walking and cycling or social activities such as yoga retreats and craft courses.

Fluid Itinerary Travel

Visitors travel with no fixed itinerary, giving them flexibility to act on opportunity. This creates demand for last-minute bookings for hospitality such as restaurants and accommodation and visits to attractions and outdoor sites.

Authenticity

Interest in Kirklees' heritage and localism will lead people to pay greater attention to local culture. Visitors to Kirklees will also seek opportunities to understand the area through its unique past and current offer.

Tech Everywhere

Our every-day use of technology has impacted the Tourism Sector. It is used for research, booking, managing trips and even experiences at visitor attractions and sites.

Screen Tourism

VisitBritain's research shows that film and television are powerful motivators for travel – from classic television to contemporary film, as-seen-on-screen itineraries are important to visitors.

Target Markets

Using the VisitBritain identified market segmentation released in 2023, we have identified profiles to help target our work. Our offer and messaging will need to be relevant to the different markets. The relevant market segments below identified by VisitBritain will shape our approach:

Green Explorers & Culture Buffs

Likely to be older couples and empty-nesters, split by those interested more in the traditional outdoor offering and those slightly younger motivated by cultural activities alongside the outdoors.

With a high interest in the outdoors and local heritage, this group is active and looks for attractions such as parks and gardens, National Trust properties and walking routes. Activities such as garden tours, foraging, vineyard visits and those relating to local produce will appeal. Although there is an interest in luxury, they will also be conscious of wanting to get value for money and added elements.

Experience Seekers

Outgoing, adventurous and experience-driven, predominantly the Millennial market aged 18-35, comprising couples and small groups of friends. Likely to be from towns and cities, they lead active lifestyles and are naturally curious about the world, keeping up with a variety of news sources and travel interest publications. They seek out novelty, exciting and luxury experiences. Social media is a key point of influence and plays a very important role in brand discovery. Experience Seekers expect brands to be eco-friendly and help them improve their knowledge and image. Accommodation choices may include unique self-catering accommodation, Airbnb and mid-range Hotels.

Experiences around wellbeing, sustainability and self-improvement will appeal strongly alongside shared, creative and cultural activities. They also look for locally sourced produce, music and food festivals, street food, microbreweries and shared space venues.

Hyper Local – Sightseers and Explorers

This includes residents and the VFR (visiting friends and relatives) market, likely to make a day trip or take a short break. Rediscovering local hidden gems, discovering places they may not have known existed and supporting local businesses will be important to this market segment. They are likely to look for unique and one-off accommodation options.

Accessible Tourism

Further to the ambition to make opportunities accessible to all, there is a compelling business case for making tourism venues and experiences inclusive. VisitBritain currently indicates that people with health conditions and disabilities and their travelling companions spend around £15.3 billion on trips in England each year. People from this market are more likely to take longer trips and are very loyal to places that meet their requirements.

Multi-generational Family

Families are made up in different and unique ways, we shouldn't simply expect the traditional nuclear family. This segment also ties in with trends around multi-family travelling, which is likely to increase. They look for child-friendly activities that are educational and hands-on. Likely to look for day trips alongside stays in self-catering accommodation, potentially close to nature and nearby to planned activities.

Our Partners and Sector Context

We will work in partnership across the wider region and beyond with key initiatives and industry partners to deliver our aims. We will respond to tourism trends and target markets to bring focus to our work, as described in the passages below.

The West Yorkshire LVEP

Developed and administered by VisitEngland following close consultation with Destination Management Organisations in autumn 2022, the Local Visitor Economy Partnership (LVEP) programme is one of the key recommendations in the previous Government's response to the independent de Bois Review of Destination Management Organisations in England.

As well as achieving a nationally recognised official status, LVEPs are expected to provide strong leadership and management of their destinations, working collaboratively with the public and private sector. They help to shape and deliver national strategy and activities. Their important role has been promoted across government and national agencies, ensuring the local visitor economy is an active and valued contributor to the wider economy.

Kirklees Council formed part of the successful West Yorkshire LVEP in July 2023. The regional development and delivery work established through the LVEP will play a key role in supporting the delivery of this strategy.

Working with our Industry Partners

We will work with others to achieve our aims and form part of the tourism ecology to share knowledge and expertise, create opportunities and support the delivery of the priorities outlined in this strategic plan. Examples of our partners include visitor attractions; tourism businesses; visitor services; West Yorkshire LVEP; West Yorkshire Combined Authority; West Yorkshire local authorities; community groups; and local business associations.

We will also work with regional and national partners such as North & West Yorkshire Chamber of Commerce; transport Services; other Yorkshire LVEPs and visitor attractions; the National Trust; the Canal & Rivers Trust (Yorkshire); in-county and national cities and places; UK Inbound; National Sector Association; travel agencies & tour operators; tourism industry associations; Arts Council England; National Lottery Heritage Fund; Department for Culture, Media & Sport; VisitBritain; and VisitEngland.

How Will We Get There?

A set of aims and actions will deliver a vision for the district. Our aims and actions are born out of our priority areas and opportunities defined above. Our aims and actions will develop over time to support a tourism vision for Kirklees:

Embracing the essence of Kirklees — including its stunning landscapes, rich textile heritage, vibrant music scene and the diversity of its community — we will create and highlight unforgettable experiences for all. By sharing the unique stories of Kirklees' people and places, delivering exceptional quality and making every visitor feel at home, we will achieve:

An Enhanced Visitor Experience:

Through innovation and collaboration, we will celebrate Kirklees' cultural richness and pioneering spirit, crafting a destination that stands out and captivates visitors.

Growth in Visitors and Economic Impact:

By offering inclusive and extraordinary experiences, we will highlight the diverse attractions, lively events and warm hospitality that make Kirklees a must-visit destination, driving an increase in tourism and economic vitality.

Sustainable Development:

We are committed to preserving our heritage and ensuring long-term economic and environmental sustainability, creating lasting benefits for future generations while protecting the unique character of Kirklees.

We want to create and promote a vibrant tourism offer with year-round compelling experiences. To achieve this we will:

1. Define our offer and the national positioning of Kirklees through innovative product and visitor experience development.
2. Encourage more visitors to the district and inspire them to stay longer, by developing day visits and overnight stay opportunities.
3. Reduce seasonality and spread the benefit of tourism across the region through strategic promotion.
4. Increase Kirklees community-based tourism and encourage the people of Kirklees to explore their local offer and businesses to realise benefits from tourism.
5. Raise awareness of the significance of tourism by highlighting its economic and cultural value.
6. Ensure the Kirklees offer is considered within the broader Yorkshire experience.

The following aims and actions on the next page build on the previous pages and will guide our work at the outset:

Aims	Actions
Encourage tourism businesses to use B2B and digital channels to deliver their products and experiences to market.	<p>Identify market readiness initiatives and digital training to help businesses understand the tourism aims.</p> <p>Support work looking to address gaps in digital connectivity to allow easy navigation for visitors and businesses</p>
Develop a wider range of experiences in and around Kirklees to attract a more diverse group of traveller profiles.	<p>Facilitate a Visitor Economy Group involving key sectors and tourism business stakeholders to identify and create new opportunities aligned with the overall Tourism Strategy.</p> <p>Establish advice for businesses on how to develop new visitor experiences.</p> <p>Support the development of existing venues and visitor attractions and maintain heritage and cultural spaces.</p> <p>Develop and define itineraries and experiences that include our six priority areas, with the goal to attract visitors all year round.</p> <p>Recognise significant dates and anniversaries, such as the 60th anniversary of the Pennine Way.</p> <p>Build a greater understanding of Kirklees' accommodation options and how to promote them.</p> <p>Uncover new experiences and attractions, whilst making more of our known opportunities and attractions, such as Oakwell Hall and Our Cultural Heart.</p>
Attract visitors with our story, with a focus on growth segments and year-round tourism.	<p>Develop a Destination Kirklees brand, which recognises the individual identities of our towns and villages within Kirklees; build the brand and engage local communities to help define and tell the destination story</p> <p>Develop a Destination Kirklees site with a web page for use by tourism stakeholders, with online guidance and branding toolkit.</p> <p>Increase visibility of events, attractions and other tourism businesses, using the channels above and social media.</p> <p>Promote Kirklees' tourism experiences through digital and non-digital platforms.</p> <p>Support the development of a skilled and welcoming labour force for the visitor economy of Kirklees.</p> <p>Consider how members of the Kirklees community can act as ambassadors for the delivery of our tourism aims.</p>
Develop Kirklees reputation for sustainability and encourage best practices in environmental process	Work with Kirklees Council environmental leads to develop relevant plans with partners.
Support the development of accessibility and inclusion across the district	<p>Improve physical access, disabled/accessible parking, toilet facilities, interpretation and experiences for a wide range of physical, sensory and learning disabilities</p> <p>Introduce initiatives which enable those economically disadvantaged to visit tourism attractions</p>

Optimise connectivity in Kirklees from both domestic and international destinations.

Work with airline, train and coach companies, directly and through the WY LVEP, to strengthen connections and promote new visitor experiences among operators.

Work with transport operators to develop and better promote transport locally and destinations further afield.

Work with other destination management initiatives and organisations.

Identify potential partners and campaign promotions offering the greatest potential for visitor growth and spend.

Contribute to WY LVEP delivery and related action plans. Strengthen relationships across West Yorkshire and the wider Yorkshire region.

Work with national bodies such as VisitBritain and VisitEngland – apply national strategy activity and classifications

Measuring Success

Performance Indicators will be used to measure the development of tourism activity in Kirklees and indicate areas for growth or additional focus. We will work with the STEAM (Scarborough Tourism Economic Activity Monitor) model to align with local authority partners across West Yorkshire, as part of the WY LVEP activity. The STEAM model will provide data in areas such as visitor numbers, visitor expenditure and the economic contribution of tourism, accommodation data and impact on employment.

The visitor economy is complex; demand fluctuates from a wide range of markets and supply is delivered across a range of sectors and activities. Gathering data helps everyone ensure we're delivering on our objectives and all the tourism stakeholders in Kirklees will have a role to play in collecting this information in an accurate and timely manner.

Of course, success will go beyond data. The success of this strategy, and of tourism and visitor economy activity more widely in Kirklees, will require stakeholders to work in partnership with generosity to achieve the ambitions of the district. Our collective effort will enable us to deliver on the vision for Kirklees.

This strategy is based on research and development undertaken by The Fabl.

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REPORT TITLE: Supporting Physical Activity in Dewsbury and Batley

Meeting:	Overview and Scrutiny Management Committee
Date:	14 November 2025
Cabinet Member (if applicable)	Councillor Carole Pattison
Key Decision Eligible for Call In	No Yes
<p>Purpose of Report</p> <ul style="list-style-type: none"> • To seek the views of Scrutiny in the early stages of developing a new Sport and Leisure facility in Dewsbury • For scrutiny to be updated on the next steps towards developing a new Sport and Leisure facility in Dewsbury • To update on the plans for wider physical activity support for North Kirklees. 	
<p>Recommendations</p> <ul style="list-style-type: none"> • That Scrutiny note the proposals agreed by Cabinet and the next steps in delivering those proposals • That Scrutiny consider ways in which they can support the identified next steps regarding the options appraisal and feasibility study process. • For Scrutiny to support officers to ensure that the widest range of views and needs are considered in finalising proposals, as well as suggestions for potential co-located services / partners to explore. 	
<p>Reasons for Recommendations</p> <ul style="list-style-type: none"> • The most frequent feedback received by Brightsparks was the desire for a replacement facility for Dewsbury Sports Centre. Cabinet therefore approved (on 21 October 2025) to commence an options appraisal and feasibility study for a new sport and leisure facility for Dewsbury, alongside wider work with KAL and other partners to reduce barriers and provide access for as many people as possible to a range of opportunities to be physically active. • It is recognised that significant inequalities exist in levels of physical activity between demographic groups and areas, with Heckmondwike, Batley (East and West), and Dewsbury (East, South and West) wards being amongst the least active wards in Kirklees. Additionally, data shows lower physical activity levels for people of Asian ethnicity; those with a disability; females; and people living in the most deprived areas. • The provision of a new facility will take careful planning. The options appraisal will consider what services and provision meets the widest needs of communities and the feasibility study will identify options for physical location. To meet the needs of many residents, we must understand learning and evidence from similar and past projects, different views, consider possible services and partners, assess the site, explore funding options and to understand the financial implications of any provision (both capital and revenue). We invite Scrutiny to share ideas and feedback so the options 	

appraisal and following feasibility study reflects the whole communities voice, helping us create a lasting resource for everyone.

- In the meantime, work will take place to supplement existing provision to support people to be more active across North Kirklees and we would welcome scrutiny's views on how this is targeted.

Resource Implications:

- Resource to commission an options appraisal and subsequent feasibility study - c.£100K which will need to be identified from the existing capital plan.
- Provision will be made in the capital programme through the budget setting process for a new sport and leisure facility. This will, initially, be an indicative marker until the outcome of the options appraisal and feasibility study are properly understood, and a clearer understanding of the amount of capital required can be defined. There is an expectation that some external funding may be available to support the capital costs and the options appraisal work will support identification of this, which will help to mitigate the corporate borrowing requirements needed to fund the capital project.
- It is imperative that the ongoing operational costs of the new facility are identified and factored into the Medium-Term Financial Plan when appropriate. This work will be part of the feasibility study.
- Utilise existing council officer capacity to continue to work alongside services and partners to address the wider barriers and issues impacting physical activity.
- Utilise existing council officer capacity to work alongside potential partners regarding the possible co-location of services.
- Re-purpose existing Public Health resource to pilot an approach to developing work to understand and address a range of place-based health inequalities across Dewsbury.
- Funding from Public Health will be made available to Kirklees Active Leisure for a pilot of a community based physical offer for the communities of Dewsbury and Batley. The value of this will be identified once the work has been fully scoped.

Date signed off by Executive Director & name

Rachel Spencer Henshall – Deputy Chief Executive and Executive Director for Public Health and Corporate – 6 November 2025

Is it also signed off by the Service Director for Finance?

Kevin Mulvaney – Service Director for Finance / Section 151 Officer – 6 November 2025

Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?

Samantha Lawton – Service Director for Legal and Commissioning (Monitoring Officer) - 6 November 2025

Electoral wards affected:

All wards

Ward councillors consulted:

Councillors across North Kirklees were invited to give views on the approach and advise on potential groups to consult with, which helped to shape the Brightsparks engagement.

We intend to continue to engage with Councillors across North Kirklees as part of this next stage.

Public or private: Public

Has GDPR been considered?

1. Executive Summary

As part of the decision to permanently close Dewsbury Sports Centre by Cabinet on 5 November 2024, it was requested that further engagement be carried out to understand how physical activity levels could be improved in Batley, Dewsbury and across North Kirklees, where they have historically been much lower than local and national average levels, even with the existence of a leisure centre in Dewsbury.

Brightsparks Agency were commissioned to carry out research on the barriers and enablers to physical activity with a particular focus on Batley and Dewsbury, to add to our existing knowledge and insight. Their final report was received in early October 2025 (Appendix 2)

On 21 October 2025, Cabinet approved proposals to progress plans for a new sport and leisure facility in Dewsbury to supplement existing leisure provision in North Kirklees. Recognition of a wider range of factors which can impact on physical activity levels were also accepted, along with plans to work alongside partners to improve these.

Cabinet also approved working with KAL to pilot some additional outreach activity to supplement existing local provision, to support more people to be active across North Kirklees, whilst noting that Public Health are also piloting some additional capacity to look at impacting health inequalities in Dewsbury.

Scrutiny are invited to provide support and views on how these next steps can be effectively carried out, and particularly in getting the broadest possible range of views from different cohorts and communities, so that actions and solutions can be developed which meet the wider needs of the residents of North Kirklees and help increase overall physical activity levels.

2. Information required to take a decision

Scrutiny are invited to consider the recommendations accepted by Cabinet on 21 October 2025 and provide their feedback on how to move forward and develop actions which are informed by and support the broadest range of residents to be physically active across North Kirklees.

This work is coming to Scrutiny within the very early stages of project initiation. Officers are seeking early feedback and engagement from Scrutiny in order to ensure that the options appraisal and subsequent feasibility study meet the needs of North Kirklees communities, specifically Dewsbury and Batley.

Officers are initially proposing the following:

Options Appraisal

An independent options appraisal is commissioned by Kirklees Council in order to:

- Build on the top-level research from Brightsparks and determine what communities want in a new facility – including an understanding from cohorts who didn't previously use Dewsbury Sports Centre regularly.
- Consider how this new facility can support the wider ambitions laid out within the [NHS 10 Year Plan – Fit for the Future](#), including a focus on early intervention and prevention and service integration within communities.
- Identify potential services and partners who may wish to be co-located in the new facility, or who might compliment the offer.
- Understand the practical limitations of what may/may not be in scope.
- Identify potential locations for a new facility considering size, accessibility, availability and cost.
- Identify potential external sources of funding which can contribute to this project, and any conditions attached to that funding.

Feasibility Study

- Once preferred options are identified, a feasibility study will then determine the ability to deliver these within available budgets and on preferred sites being mindful of the annual operating costs.

We are seeking feedback from Scrutiny on our proposals for both the options appraisal and feasibility study. This could include:

- Recommendations for groups or networks who might be engaged with as part of the options appraisal process.
- Recommendations for further consultation with North Kirklees councillors.
- Consideration of population groups who are most affected by inequalities and how these should be considered as part of the process
- Wider views from Scrutiny on how they can support the process for a new facility

Outreach offer with KAL

- We are currently working with KAL to refine the detail of this offer, which is expected to be from a couple of community settings initially. Sessions will be indoor and site selection will be dependent on availability of venues which have sufficient space, accessibility, and storage for equipment.
- The intention is that KAL's offer will complement the existing community offer in North Kirklees, and provide alternative opportunities to be active.

We are seeking feedback from Scrutiny on how best to target and promote this offer.

3. Implications for the Council

3.1 Council Plan

This work supports the following aspects of the Council Plan:

- Getting the basics right - a balanced budget and a modern organisation
- Protecting the vulnerable and achieving inclusion

- Thriving people and communities - now and over the longer-term
- Local economic growth, working with regional and national partners

3.2 Financial Implications

- Resource to commission an options appraisal and subsequent feasibility study - c.£100K which will need to be identified from the existing capital plan.
- Provision will be made in the capital programme through the budget setting process for a new sport and leisure facility. This will, initially, be an indicative marker until the outcome of the options appraisal and feasibility study are properly understood, and a clearer understanding of the amount of capital required can be defined. There is an expectation that some external funding may be available to support the capital costs and the options appraisal work will support identification of this, which will help to mitigate the corporate borrowing requirements needed to fund the capital project.
- It is imperative that the ongoing operational costs of the new facility are identified and factored into the Medium Term Financial Plan when appropriate. This work will be part of the feasibility study.
- Utilise existing council officer capacity to continue to work alongside services and partners to address the wider barriers and issues impacting physical activity.
- Utilise existing council officer capacity to work alongside potential partners regarding the possible co-location of services.
- Re-purpose existing Public Health resource to pilot an approach to developing work to understand and address a range of place-based health inequalities across Dewsbury.
- Funding from Public Health will be made available to Kirklees Active Leisure for a pilot of a community based physical offer for the communities of Dewsbury and Batley. The value of this will be identified once the work has been fully scoped.

3.3 Legal Implications

The council has a statutory duty under section 12 of the Health and Social Care Act 2012 (Section 2B of the NHS Act 2006 - duties as to improvement of Public Health) to take appropriate steps for improving the health of the people (which includes children) in its area. The steps include amongst other things:

- o Providing information and advice
- o Provision of services or facilities for the prevention, diagnosis or the treatment of illness
- o Providing financial incentive to encourage individuals to adopt healthier lifestyles
- o Providing assistance to help individuals to minimise any risk to health arising from their accommodation or environment
- o Making available the services of any person or facilities.

Section 149 of the Equality Act 2010 sets out the Public Sector Equality Duty replacing the previous duties in relation to race, sex and disability and extending the duty to all the protected characteristics i.e. race, sex, disability, age, sexual orientation, religion or belief, pregnancy or maternity and gender reassignment. The Public Sector Equality Duty mandates public authorities to have due regard to the need to:

- o Eliminate discrimination, harassment and victimisation and other conduct prohibited under this Act
- o Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it; and

- o Foster good relations between persons who share a protected characteristic and persons who do not share it, which involves having due regard, in particular, to the need to - (a) tackle prejudice and (b) promote understanding.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- o remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- o Undertake measures to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it, including, in particular, steps to take account of disabled persons' disabilities;
- o Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

3.4 Climate Change and Air Quality

This will be considered further as part of an Integrated Impact Assessment which will be developed once during the options appraisal process.

3.5 Risk, Integrated Impact Assessment (IIA) or Human Resources

As advised in the Cabinet Report, as we determine the specific details for a new facility, an Integrated Impact Assessment will be carried out and published.

4. Consultation

The work from Brightsparks built on a prior Leisure Centre Review Consultation (2023) and explored in more detail some of the major barriers and issues which impact on the capability, opportunity or motivation to be more physically active, with a particular emphasis on the communities of Batley and Dewsbury.

5. Engagement

Brightsparks' robust research methodology combined high-level quantitative data from a large cross-section of the local population with more detailed qualitative insight from a smaller subset of the population, through focus groups and other engagement activity.

Despite all adults in Batley and Dewsbury being encouraged to take part in the survey and focus group research, engagement with children and young people was more limited. The voices of young people are therefore underrepresented in the report, although adults with caring responsibilities shared their perspectives.

It is recognised that further engagement with all sections the community will be required as part of the options appraisal process to fully understand what is needed as part of a new facility.

6. Options

6.1 Options considered

Options appraisal and feasibility study

6.2 Reasons for recommended option

As part of a usual process to develop a new facility, an options appraisal should scope out what is needed; consider site options and understand potential partnerships. In this instance, further detail is required to understand what exactly is needed by the residents of Dewsbury and North Kirklees.

Subsequently, a feasibility study will help determine what is deliverable within available resources, and make recommendations for final approval.

7. Next steps and timelines

Feedback from Scrutiny will be considered by the Portfolio Holder and officers, and will be fed into the commissioning process for the options appraisal.

Suggestions regarding the outreach work will also be discussed with KAL and help inform the development of that offer.

8. Contact officer

Martin Gonzalez, Public Health Manager
Lucy Wearmouth, Head of Improving Population Health

9. Background Papers and History of Decisions

Cabinet: 5 November 2024 – [The Future of Dewsbury Sports Centre](#)
Cabinet Report 21 October 2025 [Cabinet Report 21 Oct 2025 final.pdf](#)

10. Appendices

Appendix 1 – Director of Public Health Report 2024/25 [Director of public health annual report 2024/25: Physical activity matters | Kirklees Council](#)
Appendix 2 - Brightsparks report and Technical report [Involve: Kirklees Movement & Physical Activity Research](#)

11. Service Director responsible

Rachel Spencer-Henshall - Deputy Chief Executive & Executive Director Public Health and Corporate Resources

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REPORT TITLE: Proposed Updates to the Procurement Strategy

Meeting:	Overview and Scrutiny Management Committee
Date:	14 November 2025
Cabinet Member (if applicable)	Cllr Nosheen Dad Portfolio Holder for Adults and Corporate
Key Decision Eligible for Call In	No No
<p>Purpose of Report This report provides Overview and Scrutiny Management Committee (OSMC) with a summary of proposed updates to the Procurement Strategy, prompted by the implementation of the Procurement Act 2023 and the Provider Selection Regime. It also provides information on the proposal to introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers.</p>	
<p>Recommendations That OSMC consider the contents of this paper and provides feedback on the updates made to the Procurement Strategy and proposed introduction of the Ethical Procurement Policy and Ethical Code of Conduct for Suppliers.</p> <p>Reasons for Recommendations OSMC reviews a broad spectrum of documents and strategies, offering valuable advice and feedback that may help strengthen the proposed strategy materials.</p>	
<p>Resource Implications: There are no direct resource implications. The Procurement Strategy covers procurement activity undertaken by all directorates. The Council is a public authority and a contracting authority for the purpose of, and is therefore subject to, the procurement regulations (the Procurement Act 2023 and the Provider Selection Regime).</p>	
<p>Date signed off by <u>Executive Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</p>	<p>Rachel Spencer-Henshall – Deputy Chief Executive and Executive Director for Public Health and Corporate Resources (24 October 2025)</p> <p>Kevin Mulvaney – Service Director Finance (14 August 2025)</p> <p>Samantha Lawton – Service Director Legal & Commissioning (23 October 2025)</p>

Electoral wards affected: All

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered?

1. Executive Summary

- 1.1 The Council's existing Procurement Strategy was introduced in November 2022. Since its launch, there have been substantial legislative developments, including the implementation of the Procurement Act 2023 and the Provider Selection Regime.
- 1.2 While the majority of the existing Procurement Strategy remains relevant, it has been refreshed and updated to ensure alignment with legislation and to reflect what has been achieved since the strategy was introduced. The revised strategy will remain in effect until 2028.
- 1.3 As part of the update, the Council is introducing an Ethical Procurement Policy, which formalises the principles, practices and resources used to ensure that all procurement and contractual activities are conducted with integrity and in alignment with ethical standards.
- 1.4 The accompanying Ethical Code of Conduct will apply to all suppliers and individuals acting on behalf of the Council, whether directly or through subcontracted arrangements, for contracts valued over £25,000 (excluding VAT), initiated from January 2026 onwards. Subject to approval, adherence to this Code will be a mandatory requirement for engagement with the Council.

2. Information required to take a decision

- 2.1 The Procurement Act 2023 (the Act) came into force on 24 February 2025, introducing a reform of public procurement legislation across England. As a result, the Council is now required to conduct all covered procurements and regulated below-threshold procurements in accordance with the provisions set out under the new legislative framework. This includes adherence to the Act's core principles of transparency, integrity, fair treatment and public benefit.
- 2.2 The Provider Selection Regime (PSR) was implemented on 1 January 2024, replacing the previous procurement rules that applied to healthcare services under the NHS. The PSR governs the commissioning of healthcare services where patient choice is involved and aims to simplify procurement while maintaining provider quality and accountability. The Council must apply PSR rules when awarding contracts that fall within its scope, which includes Public Health services.
- 2.3 The Procurement Team has effectively embedded both sets of updated legislation into the Council's operational procurement practices. However, these changes have not yet been formally incorporated into the Procurement Strategy.
- 2.4 The updated Procurement Strategy 2025-2028 will ensure that the Council continues to comply with relevant legislation as well as focussing on the delivery of the Strategic Themes outlined within the strategy:

- 2.4.1 Delivering Social Value: securing the best economic, social and environmental benefits for our people and places.
 - 2.4.2 Promoting Inclusive Procurement: promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our small and medium-sized enterprises (SMEs) and voluntary, community and social enterprises (VCSEs).
 - 2.4.3 Continuing to develop our category-led approach: sourcing more strategically, more innovatively, stimulating and encouraging competition.
 - 2.4.4 Striving for innovation and improvement in all that we do: delivering an effective commercial function that works in proactive, flexible and innovative ways.
 - 2.4.5 Good governance: using proportionate controls, systems and standards, and management of procurement risk.
- 2.5 Since the launch of the Procurement Strategy, significant progress has been made in advancing the ambitions it set out under each of the strategic themes. A range of initiatives have been implemented and improvements have been achieved across each theme. It is recognised that further work is required to fully realise the strategy's long-term goals and to respond to evolving challenges and opportunities.
- 2.6 The refreshed strategy will play a critical role in ensuring that the Council's procurement function remains aligned with organisational objectives, continues to deliver value for money, supports social, economic and environmental outcomes and operates in a compliant, transparent and efficient manner.
- 2.7 The introduction of the Ethical Procurement Policy and the Ethical Code for Suppliers is a key aspiration under the Good Governance theme of the updated Procurement Strategy.
- 2.7.1 The Ethical Procurement Policy outlines the Council's commitment to ensuring that all procurement and contractual activities are conducted in accordance with ethical standards. It sets out the legal framework, includes measures to prevent modern slavery and defines the procedures for maintaining high levels of professional conduct.
 - 2.7.2 The Ethical Code of Conduct for Suppliers will apply to all suppliers and individuals acting on behalf of the Council, whether directly or through subcontracted arrangements, for contracts valued above £25,000 (excluding VAT), where the procurement process commences on or after January 2026. Compliance with the Code will be a mandatory condition of engagement.
 - 2.7.3 The £25,000 threshold has been selected as it aligns with the point at which a formal procurement process is required under the Council's Contract Procedure Rules.
 - 2.7.4 The Ethical Code of Conduct will not be applied retrospectively to contracts awarded prior to January 2026, as these agreements were made under existing terms. This approach reflects standard practice when implementing procedural changes, similar to the transition to the Procurement Act 2023, which came into effect from 24 February 2025. Contracts awarded before this date continue to be governed by the Public Contracts Regulations 2015.

2.7.5 A regional collaborative initiative is currently underway and is expected to conclude within the timeframe of this strategy. Its objective is to develop and establish a shared Ethical Supplier Code of Conduct for adoption by participating authorities across the Yorkshire and Humber region. The initiative aims to promote consistency in ethical procurement practices and procedures, fostering a unified approach to responsible sourcing and supplier engagement. As a result, the Kirklees Council documentation may be refined during the life of the strategy to reflect and align with the outcomes of this regional effort. Cabinet approval will be sought if there are significant changes.

3. Implications for the Council

3.1 Council Plan

The refreshed Procurement Strategy will support the Council Plan by using procurement activity to help achieve the Council's wider objectives and outcomes

3.2 Financial Implications

None directly

3.3 Legal Implications

There are no specific legal implications in relation to the Council adopting the updated Procurement Strategy, the Ethical Procurement Policy and Ethical Code of Conduct for Suppliers. As previously mentioned, the Council is subject to, and must comply with, a number of statutory obligations in respect of procurement, as well its own Contract and Financial Procedure Rules.

The legal obligation to have Contract Procedure Rules' is to comply with Section 135 Local Government Act 1972, the Public Contracts Regulations 2015 Provider Section Regime Regulations 2023 and the Procurement Act 2023.

3.4 Climate Change and Air Quality

None directly

3.5 Risk, Integrated Impact Assessment (IIA) or Human Resources

None directly

4. Consultation

Consultation has been conducted with the Yorkshire and Humber Ethical Procurement Subgroup to develop an Ethical Supplier Code of Conduct for the region's supply chain.

Additionally, consultation on the revised procurement strategy has taken place with the Policy and Partnerships Lead and officers in the Procurement Team.

5. Engagement

Updates will be communicated to stakeholders via the Procurement Team with training and guidance offered as required to deliver the key strategic themes outlined in the strategy.

6. Options

6.1 Options considered

That OSMC consider and note the contents of this report.

6.2 Reasons for recommended option

The Council is required to comply with all procurement legislation through all procurement activity undertaken.

The launch of the updated Procurement Strategy presents an ideal opportunity to introduce the Ethical Procurement Policy and Ethical Code for Suppliers, both of which represent core ambitions under the strategy's Good Governance theme. Their implementation at this stage ensures alignment with the Council's renewed strategic direction and reinforces its commitment to responsible and ethical procurement practices.

7. Next steps and timelines

The updates to the Procurement Strategy and proposed implementation of an Ethical Procurement Policy and Code of Conduct for Suppliers will progress to be considered at the Cabinet meeting on 2 December 2025.

8. Contact officer

9. Ruth Calladine, Head of Procurement & Commissioning Support (01484 221000, email – ruth.calladine@kirklees.gov.uk)

Background Papers and History of Decisions

[Kirklees Council Procurement Strategy November 2022](#)

[Procurement Strategy – Cabinet 16 November 2022](#)

10. Appendices

Appendix A – Updated Procurement Strategy 2025-2028

Appendix B – Kirklees Ethical Procurement Policy

Appendix C – Kirklees Ethical Code of Conduct for Suppliers

11. Service Director responsible

Samantha Lawton, Service Director Legal & Commissioning

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Kirklees Council

Procurement Strategy 2025 - 2028

Updated December 2025

CONTENTS

Procurement vision	2
Introduction	2
What is procurement?	3
The Procurement Service	4
Achievements & Challenges	5
Strategic Themes	6
Delivering Social Value	6
Inclusive Procurement	8
Category led	9
Innovation and improvement	10
Good governance	11

PROCUREMENT VISION

The Council's vision for procurement over the term of the strategy is to commit to delivering an outstanding procurement experience for stakeholders and suppliers that is transparent, fosters opportunities for local businesses and ensures the provision of high quality goods, works and services. Our goal is to achieve best value for our residents and support the achievement of the Kirklees Council Priorities.

INTRODUCTION

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.

Procurement plays a key enabling role in delivering the Council's vision and supporting delivery of other key strategies. This strategy sets out how we will use the Council's purchasing power to secure the best possible value and outcomes for the district and its residents, seeking to maximise the value of every pound we spend in terms of jobs, skills and supply chain opportunities in the local community.

The Council's net zero target of 2038 requires the reduction of all services' carbon footprint including through the supply chain. This can be achieved both through the technical specifications for procurements as well as through social value commitments.

Economic considerations should be balanced with the need for environmental and social outcomes, and this must be done within the bounds of procurement legislation. We can build in measurement of broader social outcomes and carbon reduction targets alongside more traditional measures of cost and quality. In practice this means a focus on council priority outcomes, such as creating local economic growth and jobs, providing equality of opportunity to all and mitigating and reducing carbon emissions.

Our refreshed Procurement Strategy builds on the progress made over recent years recognising the need to have robust contracts and reflect Kirklees' commitment to promoting an inclusive and sustainable economy by working in partnership with communities and partners.

In February 2025, the Procurement Act 2023 came into effect, replacing the Public Contracts Regulations 2015, bringing significant changes to procurement legislation.

These changes impact how public contracts are tendered and managed. In addition to this, the refreshed National Procurement Policy has been launched which requires us to have regard to the Government's strategic priorities for public procurement.

The Provider Selection Regime came into effect in January 2024 and is providing opportunities to make the most of stronger, more flexible, simpler and integrated connections for the provision of healthcare services.

As we update this strategy, we are awaiting the Government's plans to relax Section 17 of the Local Government Act, which prevents local government authorities from limiting access to below-threshold procurements based on supplier location. When it is appropriate to do so, we will explore the possibility of reserving access to lower-value procurements for locally based suppliers.

WHAT IS PROCUREMENT?

Procurement is the process of acquiring goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole life cycle, from identification of needs to the monitoring of performance, through to the end of a contract or the end of the useful life of an asset.

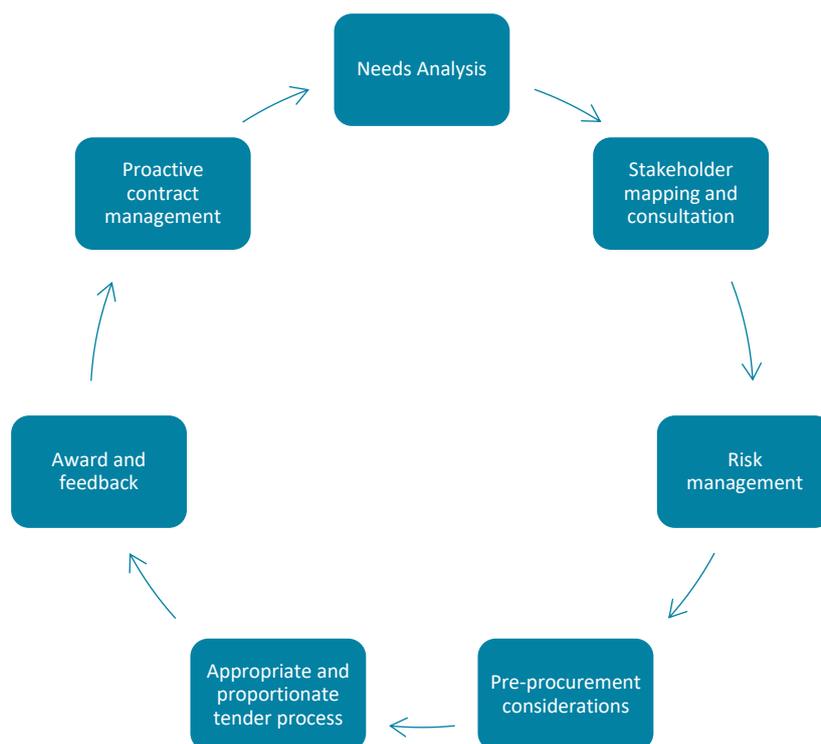
Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations.

Delivering value for money is at the heart of what we do.

The Duty of Best Value placed upon the Council under the Local Government Act 1999 requires the Council to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy and efficiency and effectiveness. The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

This means effectively balancing quality, financial and social value considerations in a manner that can be clearly communicated and understood by all stakeholders and ultimately results in the best value and outcomes for residents.

The Procurement Cycle



THE PROCUREMENT SERVICE

The Procurement Service's purpose is to ensure that commercial arrangements and contracts awarded by Kirklees Council provide great value for money. The service is configured into market-facing teams, using a category management approach which aligns to the Council's service areas and their priorities. In pursuit of that purpose, we endeavour to treat suppliers the same, unless a difference between the suppliers justifies different treatment. Taking all reasonable steps to ensure no supplier is given an unfair advantage or disadvantage, always acting with integrity.

We take every opportunity to maximise public benefit by considering how improvements to the economic, social and environmental wellbeing of the district (social value) can be generated and enhanced in contracts and procurement processes. This includes encouraging the participation of local businesses, small and medium-sized enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSE) in Council tenders.

We aim to provide an excellent service to all our stakeholders working closely with other council corporate enabling services such as Legal, Audit, Risk, Insurance and Finance colleagues to ensure the best possible commercial arrangements are secured. We engage with stakeholders throughout the procurement lifecycle to ensure value for money is demonstrated and achieved.

ACHIEVEMENTS & CHALLENGES

Our procurement activity continues to evolve in response to a dynamic and increasingly complex landscape. We have successfully leveraged procurement to support local priorities, from inclusive economic growth to environmental sustainability. Examples include supplier engagement strategies that have widened market access, contracts awarded that deliver measurable community benefits and agile approaches that have improved responsiveness and efficiency

The Council is operating in a climate of growing demand for services, declining and unpredictable funding streams and rising inflationary pressures. This evolving landscape presents both opportunities and challenges, requiring procurement to be more agile, resilient and outcome-focused than ever before. Risks such as sudden contractor failure, shifting market dynamics and supply chain disruptions must continue to be proactively managed. By developing robust procurement strategies and continuing to innovate, procurement remains a vital lever in delivering value, supporting service continuity and addressing the needs of Kirklees residents and businesses. With pressures on supply chains, volatility in the market and inflationary pressure alongside everyday challenges that exist in commercial activity, better control and visibility of spend, contract compliance, potential for corruption and fraud, the need for having effective, sustainable procurement practices has never been more important.

Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement risks, and whilst challenges remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

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

The team were also a finalist at the 2024 Social Value Awards in the Making Core category.

STRATEGIC THEMES

We look forward to working with all our key stakeholders to deliver this strategy focussing on the following key themes:

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

1. DELIVERING SOCIAL VALUE

OUR AMBITION

To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.

ACHIEVEMENTS SO FAR

We have:

- Experimented in our approach to social value generation.
- Used the National Themes Outcomes and Measure via the Social Value Portal to monitor social value commitments delivered by our suppliers.
- Prioritised social value in procurement by introducing a minimum 10% weighting within evaluation criteria for contracts over £100K, where appropriate to do so.

- Adopted different evaluation approaches and tools for social value depending on the market and contract.
- Delivered ambitious social value visions for our major schemes.
- Increased the level of pre-market activity undertaken to encourage local participation in procurement activity.



HOW THIS AMBITION WILL BE DELIVERED 2025-2028

We will:

- Shape bold, ambitious and forward-thinking social value visions for our major schemes and experimenting with different evaluation approaches.
- Use procurement to maximise contributions to achieving our aim to reach net zero by 2038 and promote sustainable practices.
- Continue to undertake pre-market activity to stimulate the market and encourage local participation in procurement activity
- Continue to monitor social value commitments that are secured and realised.

HOW THIS WILL BE MEASURED

- % of procurements with SV applied and secured
- £ of social value secured.
- £ of social value delivered.
- Case study examples that demonstrate different approaches to delivering social value

2. INCLUSIVE PROCUREMENT

OUR AMBITION

To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.

ACHIEVEMENTS SO FAR

We have:

- Increased local spend in Kirklees and West Yorkshire; spend with the Kirklees based supply chain 2024/25 (based on the top 300 suppliers) was 59%
- Experimented with different approaches to pre-market engagement.
- Regularly obtained feedback from internal and external stakeholders.
- Developed relationships with VCSEs to understand priorities in relation to priority outcomes in the VCSE investment strategy.
- Promoted the use of the local supply chain in accordance with the parameters of current procurement legislation.

HOW THIS AMBITION WILL BE DELIVERED 2025-2028

We will:

- Maximise opportunities under new procurement legislation to reduce barriers faced by SMEs and VCSEs when bidding for our contracts. When it is appropriate to do so, we will explore the possibility of reserving access to lower-value procurements for locally based suppliers.
- Continue to use transparency to attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain.
- Work with the Business and Skills Team to develop ways of working to share local business intelligence to understand the local supply chain when developing procurement strategies.

HOW THIS WILL BE MEASURED

- % of procurement spend within Kirklees, West Yorkshire and Yorkshire & Humber
- % of procurement spend with SMEs and VCSEs

- Feedback from stakeholders and potential suppliers on individual procurements
- Individual case studies that demonstrate progress

3. CATEGORY LED

OUR AMBITION

To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.

ACHIEVEMENTS SO FAR

We have:

- Embedded a category-led approach with clear ownership, transparency and with visible benefits recorded at project levels and from stakeholders.
- Developed procurement strategies that support delivery of council outcomes.
- Established close relationships with key stakeholders to support shared goals.
- Engaged early in project lifecycles to influence procurement strategies and enhance overall impact, including participation in relevant boards and leadership meetings to enhance visibility of procurement strategies and proposals.
- Adopted a collaborative approach to some common areas of spend to maximise opportunities for efficiency through economies of scale.
- Commenced work to improve data quality in relation to third party spend.

HOW THIS AMBITION WILL BE DELIVERED 2025-2028

We will:

- Publish and maintain procurement pipelines to ensure transparency, increase market engagement and foster competition.
- Continue to improve the quality of data and the associated reporting mechanisms
- Work with existing and potential suppliers to ensure there is market capacity to deliver our requirements.
- Continue to explore collaborative procurement opportunities for common spend areas.
- Improve visibility of contract and procurement pipeline data in leadership forums to support informed procurement decision-making.

- Develop strategic procurement approaches to engage the best-in-class suppliers, ensuring exceptional quality and value for the residents and businesses of Kirklees.

HOW THIS WILL BE MEASURED

- Feedback from stakeholders and potential suppliers on individual procurements
- Monitoring of impact of corporate and collaborative contracts
- % of procurements compliant with transparency requirements

4. INNOVATION AND IMPROVEMENT

OUR AMBITION

To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.

ACHIEVEMENTS SO FAR

We have:

- Successfully recruited an excellent calibre of procurement professionals
- Been recognised nationally for the progress demonstrated as a team and on individual procurement activity.
- Completed accredited training on the Procurement Act 2023, demonstrating a solid understanding of its principles and compliance requirements.
- Reviewed and improved processes and practices to bring in line with all new procurement legislation
- Recorded and analysed lessons learned from completed procurement activities to inform and improve future processes.
- Demonstrated proactive thinking, strategic resourcefulness and commercial acumen in shaping our procurement strategies.

HOW THIS AMBITION WILL BE DELIVERED 2025-2028

We will:

- Lead the way demonstrating initiative, resourcefulness and commerciality in our procurement approaches.
- Maintain a team with diverse and complimentary skills.

- Continue to equip commissioners and contract managers across the organisation to achieve best outcomes through procurement.
- Commit to continuous improvement by refining and streamlining practices to promote best practice, proportionality, innovation and adaptability.
- Leverage technology to streamline procurement processes and enhance the experience for council staff and suppliers.

HOW THIS WILL BE MEASURED

- Feedback from stakeholders and potential suppliers on individual procurements
- % of procurement team members qualified and % on qualification pathway
- % of team members with appraisals completed in last 12 months with development opportunities identified

5. GOOD GOVERNANCE

OUR AMBITION

To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.

ACHIEVEMENTS SO FAR

We have:

- Increased visibility of council contracts and opportunities
- Improved compliance with Contract Procedure Rules
- Delivered training to raise awareness and support improved procurement practices.
- Established robust procurement governance processes to ensure accountability and provide a strong foundation for effective procurement activity
- Updated our processes to ensure compliance with the Procurement Act 2023 and the Provider Selection Regime.
- Embedded the Contract Assurance Oversight Board to promote a corporate approach to procurement and contract management matters, ensuring lawful and commercially sound decisions are made which are aligned with Council Priorities.

HOW THIS WILL BE ACHIEVED 2025-2028

We will:

- Continue to strengthen transparency of procurement opportunities, processes and outcomes
- Continue to strengthen existing governance processes and practices.
- Strengthen the foundations for effective procurement
- Strengthen risk management in the procurement process
- Strengthen contract management to ensure realisation of the full benefits of procurement.
- Strengthen data and reporting
- Introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers

HOW THIS WILL BE MEASURED

- Regular benchmark via National Procurement Strategy diagnostic
- No of procurement legal challenges
- No of internal audits that identify procurement as an area of concern.
- % of third party spend off-contract
- % of contracts awarded to suppliers that have confirmed compliance with the Ethical Code of Conduct for Suppliers

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Ethical Procurement Policy

V1.0

Procurement Team
January 2026

1. INTRODUCTION

Kirklees Council is committed to conducting its commercial activities with integrity, transparency and fairness. Ethical principles, accountability and responsible conduct are embedded at the core of its procurement practices, with the Council leveraging its purchasing power to deliver meaningful socio-economic and environmental improvements for residents and the wider community.

Ethical behaviour is fundamental to achieving this and the Council expects its suppliers and partners to uphold similar values and demonstrate a commitment to ethical standards. This policy outlines the measures and initiatives the Council utilises to promote ethical procurement and should be read alongside the [Council's Social Value Policy](#).

This policy sets out the approaches and resources the Council uses to ensure its procurements and contracts are conducted in an ethical way. These should be applied in a manner that is specific, appropriate and proportionate, as determined by the team responsible for overseeing each procurement or contract.

2. LEGAL CONTEXT

Throughout its procurement processes, the Council has a duty to comply with all relevant procurement legislation, including but not limited to:

- The Procurement Act 2023 (“the Regulations”)
- The Health Care Services (Provider Selection Regime) Regulations 2023
- The Public Contracts Regulations 2015

The Regulations, which came into effect on 24 February 2025, establish a framework of overarching principles to guide the awarding of public contracts. These include a commitment to treating suppliers equally, except where justified differences warrant alternative treatment. Procuring authorities must take reasonable steps to ensure that no supplier is unfairly advantaged or disadvantaged and must consistently demonstrate integrity throughout the process. These principles form the operational foundation for conducting procurement procedures that exceed defined financial thresholds

They mandate that organisations should be excluded from procurement exercises; where they have been found guilty and received a conviction for one (or more) of the following types of offences within a five year period prior to the procurement procedure:

- Bribery and Corruption
- Money Laundering
- Modern Slavery and Human Trafficking
- Fraud
- Terrorism
- Criminal conduct
- Certain tax offences and cartel infringements

The Regulations also provide for discretionary grounds to disqualify organisations in certain situations, unless there is satisfactory evidence of “self-cleaning” to demonstrate the measures taken by the organisation and validate its reliability despite the existence of the relevant ground. These discretionary grounds include:

- Bankruptcy
- Grave professional misconduct (includes dishonesty, impropriety, serious breach of ethical/professional standards). This ground applies if a court, regulator or other authority has ruled that the supplier has engaged in such professional misconduct.
- Distortion of competition
- Conflicts of interest
- Misrepresentation and undue influence

Before the new Regulations came into effect, the Public Contracts Regulations 2015 outlined similar exclusion criteria, which continue to apply when engaging with public sector framework agreements established prior to February 2025.

Where a tenderer’s response gives rise to mandatory or discretionary grounds for exclusion, the Council may exclude that tenderer from further participation in the process.

The Council must operate within the framework of procurement legislation, which prohibits the adoption of policies that intentionally exclude suppliers based on their involvement in specific geopolitical issues. As such, any discretionary exclusion grounds must be assessed and applied with care, on a case-by-case basis and in full alignment with the relevant Regulations

Local Authorities must adhere to procurement law unless explicitly directed otherwise by the Government, such direction may come through a Procurement Policy Note (PPN), a legislative amendment or the formal addition of a supplier to the debarment list. These considerations are particularly important when conducting a covered procurement under the Regulations.

Under the Regulations, the Debarment Review Service (DRS) investigates suppliers on behalf of a Minister to determine whether exclusion criteria are met. Where appropriate, suppliers may be added to the publicly accessible debarment list, which prohibits their participation in public procurement due to previous misconduct or risk. This process is overseen by the Procurement Review Unit (PRU), with final decisions made by a Minister of the Crown.

It is therefore essential that the Council remains vigilant by routinely consulting the debarment list during supplier selection and ensuring that all procurement activity reflects the most current guidance and PPNs. This approach not only ensures legal compliance but also reinforces the Council’s commitment to ethical, fair, and transparent procurement practices.

In accordance with procurement legislation, the Council retains the discretion to incorporate ethical procurement questions during the conditions of participation stage for above-threshold procurements and within suitability assessment for those below threshold. Where relevant to the nature of the procurement, this may include additional queries relating to Health and Safety compliance, Modern Slavery and Safeguarding.

Furthermore, the Council reserves the right to exclude a tenderer from further consideration if they do not meet the required standards or fail to provide an adequate response to any 'mandatory' or pass/fail question, which may include adherence to the Kirklees Ethical Code of Conduct for Suppliers.

As a Contracting Authority, the Council has the discretion to exclude a supplier from a covered procurement. In doing so, the Council must consider the objectives outlined in Section 12 of the Procurement Act, including delivering value for money, maximising public benefit, promoting transparency, and acting with integrity.

More broadly, the Council must assess the risks posed by the misconduct or non-compliance and weigh them against the public interest in allowing the supplier to participate. A blanket approach to exclusion is not permitted; each case must be evaluated on its own merits, considering the specific procurement context and all relevant factors

3. MODERN SLAVERY

Modern slavery refers to the abuse and exploitation of individuals, adults or children, through practices such as:

- Forced labour and labour exploitation
- Sexual exploitation
- Criminal exploitation (e.g. county lines, cuckooing, organised crime)
- Human trafficking
- Domestic servitude and coercive control
- Other forms of exploitation, including forced marriage, illegal or forced adoption, forced begging, benefit fraud, and organ removal

The Council firmly opposes all forms of modern slavery and remains committed to tackling it both within the district and throughout its supply chain. The Council upholds the fundamental right of every individual to live, work, and associate freely. This commitment is reinforced by its adoption of the [Cooperative Council's Charter Against Modern Slavery](#), which goes beyond current legal requirements by obligating councils to actively scrutinise their supply chains to prevent any occurrence of modern slavery.

The Procurement Team has undertaken comprehensive training on modern slavery, including the Chartered Institute of Procurement and Supply (CIPS) online course in Ethical Procurement and Supply, as well as the Government Commercial College's online training on Tackling Modern Slavery in Supply Chains.

As part of its due diligence, the team rigorously assesses any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery

In addition, the Council undertakes modern slavery risk assessments for all procurement projects led by the Procurement Team, guided by best practice from Crown Commercial Services (CCS). These assessments help identify sector-specific risks and ensure that appropriate safeguards are embedded within specifications and contract terms to mitigate potential harm.

During the pre-procurement phase, particular attention is given to sectors identified as high risk for modern slavery. Where appropriate, the Council includes enhanced specification requirements, method statement questions and strengthened contract clauses. These measures enable bidders to demonstrate their approach to preventing modern slavery within their own supply chains and ensure ongoing compliance throughout the contract term.

4. PROFESSIONAL STANDARDS

Kirklees Council takes pride in delivering high quality, professional procurement services. Several Officers within the Council's Procurement Team are qualified members of their professional body, the Chartered Institute for Procurement and Supply (CIPS). The CIPS qualification is considered to provide the ideal training for procurement professionals of all levels and is accredited by the organisation that promotes and protects the high standards of the sector.

As a member of CIPS, Officers are required to adhere to the CIPS Code of Conduct which defines a range of ethical behaviours and actions which must be maintained and promoted across all organisations they engage with. This includes:

- Enhancing and protecting the standing of the profession;
- Maintaining the highest standard of integrity in all business relationships;
- Promoting the eradication of unethical business practices;
- Enhancing the proficiency and stature of the profession; and
- Ensuring full compliance with laws and regulations.

To strengthen professional standards, the Council will aim to ensure that, where appropriate, a greater number of Procurement Team members involved in procurement hold or are working towards the relevant professional qualification

Additionally, all Council staff engaged in procurement and contract management are expected to take full responsibility for their actions and adhere to the Kirklees Employee Handbook. This handbook sets out the standards of behaviour expected of all employees, including guidance on the appropriate handling of gifts and hospitality.

5. ETHICAL CODE OF CONDUCT FOR SUPPLIERS

This Code applies to suppliers and individuals acting on behalf of the Council, whether directly or through subcontracted arrangements for contracts valued over £25,000 (excluding VAT), where the procurement commenced from January 2026. Compliance with the Code is a mandatory condition of engagement with the Council.

Upholding the ethical standards set out in this Code is a shared responsibility across the entire supply chain.

The Code sets out the ethical principles and behavioural expectations that all suppliers are required to follow.

From January 2026, as part of the procurement process, all bidding organisations must confirm their commitment to comply with the Kirklees Ethical Code of Conduct for Suppliers if awarded a contract.

Where the Council accesses Framework Agreements that have been put in place by other Public Sector organisations, the Code should be integrated within the call off contract.

6. REPORTING AND WHISTLEBLOWING

All Council staff must report unethical behaviour, legal breaches or suspected modern slavery through the Whistleblowing Policy.

Supplier and subcontractor staff may raise concerns directly with the Council, with confidentiality respected.

The public can also report issues via the Council's public whistleblowing process.

All reports are fully investigated, and appropriate action taken. This may include disciplinary steps or ending supplier relationships.

7. REVIEW PROCESS

The Council will review this policy annually to ensure it remains a live and up to date document.

Version	Summary	Date	Approval
1.	New document	January 2026	Cabinet (02/12/25)

Ethical Code of Conduct for Suppliers

V1.0

Procurement Team
January 2026

1. INTRODUCTION

Kirklees Council (“the Council”) is dedicated to conducting all commercial activities with integrity, transparency and fairness. The Ethical Code of Conduct for Suppliers (“the Code”) outlines the principles and expectations for suppliers delivering contracts on the Council’s behalf, ensuring that the highest standards of ethical and professional conduct are upheld throughout the supply chain.

The Council acknowledges the vital contribution suppliers make to the delivery of its services. Accordingly, any contractor, partner, consultant or supplier engaged in work for the Council, whether directly or through their employer, is considered a representative of the Council and is therefore expected to adhere to the Code.

This Ethical Code of Conduct for Suppliers was introduced following its approval at the Council Cabinet Meeting on 2 December 2025.

2. COMPLIANCE

This Code applies to suppliers and individuals working directly or indirectly on behalf of the Council. Adherence to the Code, along with its supporting policies and documents, is a mandatory condition of working with the Council. It is a collective responsibility to uphold these standards throughout the supply chain.

The provisions outlined in the Code do not override the Supplier’s contractual obligations to the Council. Suppliers are expected to always fulfil their contractual commitments. Where any conflict arises between the Code and the terms of a contract with the Council, the contractual terms will take precedence, but only to the extent of the conflict

By entering a contract with the Council, suppliers agree to be bound by the Code. They are expected to understand and adhere to its principles, including the required standards of conduct and behaviour. Any breach of the Code may constitute a breach of contract and will be addressed in accordance with the relevant contractual terms and conditions.

The Council expects suppliers throughout the supply chain to support the principles of the Code and to actively communicate and promote the principles to their own supply chains and act where appropriate, including termination of the business relationship and/or legal action.

3. ETHICAL PRINCIPLES AND EXPECTATIONS

All suppliers will ensure that:

- They avoid any situation that could compromise, or appear to compromise, their honesty or integrity.
- They remain conscious of how their actions may be perceived by the public and take care not to expose themselves to allegations of misconduct.
- They uphold public trust and protect the Council’s reputation by refraining from any behaviour, whether through action or omission, that could undermine either.

- They conduct all operations in full compliance with applicable laws, regulations, and standards in the jurisdictions where they operate.

3.1 Law and Ethical Standards

All Suppliers must:

- Comply with all applicable laws and regulations governing its business operations.
- Comply with all applicable laws in relation to workers' and human rights including the [Human Rights Act 1998](#).
- Comply with the provisions of the [Modern Slavery Act 2015](#) where applicable.
- Adopt and implement a robust whistle-blowing policy that empowers employees to report concerns confidentially and without fear of retaliation. This should specifically include mechanisms for reporting suspected instances of modern slavery, human trafficking, forced labour or other unethical practices
- Refer concerns for investigation through the [National Crime Agency's National Referral Mechanism](#) where any subcontractor is identified as potentially involved in modern slavery or human trafficking.
- Ensure their employees are aware that they are free to join a trade union and do not treat their employees unfairly for belonging to one.

3.2 Business Integrity

Suppliers are expected to uphold the highest standards of ethical behaviour in all interactions with workers, subcontractors and customers.

All Suppliers must:

- Prohibit all forms of corruption, extortion and fraud within their operations and supply chains.
- Comply with international anti-bribery standards, including those outlined in the United Nations Global Compact.
- Adhere to all relevant local laws and regulations, including the [UK Bribery Act 2010](#).
- Refrain from offering services, gifts, hospitality or other benefits to Council employees with the intent to influence any aspect of Council business.
- Declare any actual or potential conflicts of interest that could compromise the impartial delivery of contractual obligations to the Council.
- Ensure prompt payment throughout the supply chain by settling all valid and undisputed invoices within 30 days of receipt, or by the due date specified in the invoice, whichever is later.

3.3 Health and Safety

Suppliers are expected to uphold high standards of occupational health and safety in all aspects of their operations.

All Suppliers must:

- Comply with all relevant occupational health and safety legislation and regulations.
- Maintain a working environment that prioritises safety and supports employee wellbeing, with the aim of preventing accidents, injuries, and work-related illnesses.

3.4 Environment

Suppliers are expected to actively integrate climate protection and environmental sustainability into their operational practices. This includes taking meaningful steps to reduce environmental impact and promote resource efficiency.

All Suppliers must:

- Comply with all relevant environmental laws, regulations and standards.
- Implement systems to identify and mitigate environmental risks.
- Consider climate protection in their operations, including efforts to reduce emissions and promote sustainability.

3.5 Diversity and Equality

Suppliers are expected to demonstrate a strong commitment to eliminating discrimination, advancing equality of opportunity and fostering positive relationships between individuals with protected characteristics and those without, both within their own organisations and throughout their supply chains.

All supplier personnel must:

- Adhere to diversity and inclusion policies, always treating others with respect and consideration.
- Appropriately address, document, or report any complaints related to discrimination or inappropriate conduct.
- Challenge unacceptable behaviour or practices or escalate concerns to a manager where necessary.

3.6 Safeguarding

The Council is committed to safeguarding and promoting the welfare of children, young people, and vulnerable adults.

Safeguarding involves protecting individuals' health, wellbeing, and human rights, ensuring they are free from harm, abuse, and neglect.

If a supplier's employee observes anything that may pose a risk to a child, young person or vulnerable adult, or has concerns about property conditions, signs of self-neglect or the wellbeing of an individual, they must report the matter to the Council without delay.

3.7 Customer Care

All supplier employees must ensure that individuals with specific needs, such as physical or mental disabilities, medical conditions or other vulnerabilities, are treated with courtesy and that their dignity, safety, security, and wellbeing are always prioritised.

All supplier personnel must:

- Treat all customers with respect and professionalism.
- Adhere to statutory, professional and locally agreed standards of customer care.
- Avoid unlawful discrimination and actively prevent harassment or victimisation of any individual.
- Respect and where appropriate, support the personal views, preferences and needs of customers and clients.
- Communicate with the Council in an open, honest and transparent manner.

4. REVIEW PROCESS

The Council will review this do annually to ensure it remains a live and up to date document.

Version	Summary	Date	Approval
1.	New document	January 2026	Cabinet (02/12/25)

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Report title: Corporate Safeguarding Update

Meeting	Overview and Scrutiny Management Committee (OSMC) – 14 November 2025
Key Decision Eligible for Call In	No – This is an update only.
<p>Purpose of Report</p> <p>This report provides an overview of the Council's 2025 Statutory Organisational Safeguarding Assessment (OSA) which is required to be submitted to the Kirklees Safeguarding Children Partnership (KSCP).</p> <p>This report also provides an overview of the Corporate Safeguarding Plan which has been shaped by the assessment, and subsequent progress of remaining and arising actions required, to the Overview and Scrutiny Management Committee (OSMC) for the purpose of oversight and review.</p>	
<p>Recommendations</p> <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 (CSOG) through 2025-2027, 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. 	
<p>Resource Implication:</p> <p>Safeguarding is everyone's business, 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 CSOG; a commitment which was made by the Executive Team in 2023 and continues to date, to demonstrate the Council's commitment to safeguarding children, young people and adults. The CSOG meet bi-annually, through which the Corporate Safeguarding Plan and all subsequent service/Council wide developments are identified, endorsed and progressed.</p>	
Date signed off by <u>Executive Director</u> & name	Executive Team Sponsor of the Corporate Safeguarding Oversight Group and Plan:

<p>David Shepard (Strategic Director of Growth and Regeneration)</p> <p>Is it also signed off by the Service Director for Finance?</p> <p>Yes</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning (Monitoring Officer)?</p> <p>Yes</p>	<p>David Shepherd (Strategic Director of Growth and Regeneration)</p> <p>c/o Jill Greenfield (Service Director of Communities and Access Services).</p>
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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

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

The OSA is completed every two years. In 2023, the Council presented one combined assessment which represented the organisation, adopting a whole system approach to safeguarding. This single corporate response greatly assisted the development of the Corporate Safeguarding Plan which has since been progressed by the Corporate Safeguarding Oversight Group. The OSA 2025 has been compiled in the same way, comprising of submissions from each Service Director which represents their respective service areas, to inform the Corporate Safeguarding Action Plan for 2025/2027.

The overall rating for the Council is Amber. It is important to note that this is the overall Council's rating; statutory Children's and Adult's services have submitted Green ratings.

2. Information required to take a decision

Below offers a summary of the key findings of the OSA 2025, alongside recent developments which have contributed to planning for 2025/2027. This finding demonstrates how the Amber rating was reached.

Summary of Key Strengths/Improvements

- There is an extensive system in place which demonstrates **the Council's commitment to safeguarding** which takes learning from reviews, audits and initiatives forwards to enable improvements in practice. There is evidence of this beyond statutory services, strengthening the whole Council response to safeguarding.
- The **Corporate Safeguarding Policy** was produced and made available early in 2024. There is good awareness and appropriate utilisation of this across the Council. The Corporate Safeguarding Policy is now embedded within the Council's Induction checklist on My Learning, which also services as a quality assurance mechanism.
- Multi Agency working has continued to improve and there are numerous examples provided within the OSA submission. **Partnership working has continued to flourish** across the Council as a result of such activities.
- As partnerships are developing, this has enabled a more restorative, joined up approach to learning and development as a result of serious practice reviews.
- It is exceptional that services which traditionally are less aligned to safeguarding, such as Highways and Streetscene, are now developing their approach and workforce to contribute towards **prevention and early intervention** wherever possible, recognising themselves as the *eyes and ears* whilst being out in communities across Kirklees.
- There is excellent representation from across the Council at the **Safeguarding Champions** group. This has been a fantastic space to share information and progress joint learning opportunities to continue to strengthen each service area's safeguarding response. Examples include learning/awareness activities from Pennine Domestic Abuse Partnership, Adult Social Care, Families Together Gateway, West Yorkshire Fire Service, and the Children's Society regarding Child Exploitation.
- A **Recruitment and Selection Policy** was published in January 2024, alongside a supporting toolkit. Promoting safer recruitment, these documents support recruiting managers to ensure recruitment is safe and inclusive.
- As part of the OSA 2023, an agreement was reached to ensure that minimum standards are met across the Council in respect of **DBS checks**.
- 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. There are a number of good practice examples across a wide variety of service areas detailed within the OSA.
- A Tableau Dashboard is now in place to promote the use of Integrated Impact Assessments. The Strategy and Innovation team also have a QA group established which samples a number of assessments each quarter. Recent **positive feedback from IIAs** that have been completed include the use of comprehensive evidence sources and utilising support from subject matter experts

Summary of Key Areas for Consideration/Development

- As part of a review of all **compliance training**, basic safeguarding awareness has been agreed by the Council to become mandatory. This has recently been developed and is expected to be launched in coming weeks.

- ELT have recently endorsed My Learning as the system on which learning should be recorded. Investment has recently been made in system developments to support this and develop reporting. Developments will support recorded learning activities to be reported on across the workforce through one system.
- To ensure that all members of a recruitment panel have completed the **Recruitment and Selection E-Learning**, the attention of recruiting managers will continue to be drawn to the policy statement and toolkit at the point of recruitment. The policy statement is available to all on the intranet. Both will be refreshed annually to ensure any safer recruitment changes are reflected.
- The arrangements for DBS checks were reviewed as part of the OSA 2023 and this assured that arrangements remain in place which meet the required standards. Checks are made on appointment or as part of a change to a job that may change the workforce. The Council do not undertake automatic renewals. Renewals are undertaken where there is a statutory/regulatory reason to do so, including within Fostering and Children's Residential services.
- Safeguarding is not routinely discussed within all **supervisions** across service areas, beyond statutory services. However, this is highlighted within Appraisals in respect of training and development needs. Further development may be required to ensure there are more regular opportunities to discuss safeguarding to embed the responsibility across the workforce.
- Across services beyond Adult's and Children's Social Care, services need to be supported to develop their recognition and response to **internal safeguarding issues**. Reference to learning opportunities is linked only to those who use services. We need all staff to be able to recognise and respond to safeguarding concerns related to other colleagues, as well as though related to people who use Council services. For example, if a colleague is experiencing domestic abuse. This would ensure that people are safe at work.
- The Home Office states that **Prevent training** should be mandatory. Key relevant services already undertake Prevent training. Prevent training will be mandatory for all employees in Kirklees. The learning and development team are engaging with the Prevent team to develop an e-Learning resource which is reflective of Kirklees and proportionate for our workforce. This will be launched in coming weeks. Arrangements for quality assurance will also be developed utilising My Learning.
- Members of the CSOG agreed that whilst some work is ongoing to ensure that the importance of safeguarding is promoted to volunteers, there are further developments to be undertaken to ensure volunteers are adequately equipped to identify and respond accordingly to emerging safeguarding concerns. Consistency across the Council is to be developed.

The areas of development 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. The plan includes:

- Mandatory basic safeguarding awareness training offer to be finalised. Once the draft is finalised, this is to be reviewed by the CSOG to ensure 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; it is acknowledged this may differ by role and service.

- As part of the new vacancy management process, recruiting managers will continue to be made aware of the need to undertake suitable e-learning at the point the recruitment is requested, to ensure that recruitment panels consist of employees who have undertaken this.
- Development of guidance regarding safeguarding colleagues in the workplace to be considered. This is to build upon the commitment to being a Trauma Informed Workplace by 2030.
- Learning and Development service to continue to work in partnership with the Prevent team to finalise Prevent e-Learning as a mandatory learning offer.
- Children's and Adult Services are to progress developments to ensure available training includes reference to all ages.
- Contextual safeguarding is an area for development in relation to training opportunities, to ensure it extends to staff beyond Children's Services who are in public facing roles across Kirklees. This is to be reflected in service-specific plans, to build upon the guidance currently available.
- Investment continues to take place to further develop MyLearning Records to support all records to be in one place. Consideration to be given as to how attendance on KSCP/KSAB training courses or those outside of the Council offer form part of an employee's overall training record.
- Supervision policies are to be reviewed and developed to include reference to safeguarding. This is to be reflected in service-specific plans.
- Volunteer Policy. to be reviewed and updated. Volunteer Managers from across Services to be brought together to review/align whole Council approach to safeguarding.

Members are requested to review and endorse the Organisational Safeguarding Assessment 2025 and the Corporate Safeguarding Action Plan.

These actions will continue to develop the Council's corporate response to safeguarding. This work positively impacts upon:

- Compliance with Legislation
- Self-Assessment and Accountability
- Identification of good practice and areas for development to improve safeguarding arrangements.
- Support learning and development
- Improving consistency and standardisation
- Promoting a culture of safety

The plan will continue to be developed, progressed and assured throughout 2025/2027 by the Corporate Safeguarding Oversight Group; this is aligned to the OSA which is due to be updated again in 2027.

The continuation of the CSOG ensures that *whole Council approach* continues to be taken to safeguarding.

3. 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 2025-2026.

3.1 Council Plan

Priority One: Getting the basics right – a balanced budget and a modern organisation

Service Directors have continued to commit to attending the Corporate Safeguarding Oversight Group (CSOG) to contribute to and progress the Corporate Safeguarding Action Plan. 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.

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: Protecting the vulnerable and achieving inclusion

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 contribute 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 safer recruitment and selection to ensure the safety and wellbeing of staff and communities.

The CSOG continues to work together, and with their respective service areas, to promote inclusive practices. The continued use of Integrated Impact Assessments help services consider the impact of decision making on inclusion and equality, the environment, and access to services.

Priority Three: Thriving People and Communities – now and over the longer-term

The developments made within the Corporate Safeguarding Plan provides strong foundations to build on preventative services to ensure a whole family-whole community approach to safeguarding.

Priority Four: Local economic growth, working with regional and national partners.

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 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 below Council's Shared Outcomes through the continued commitment to safeguarding those who live and work in Kirklees:

Efficient and Effective: Kirklees Council works smart and delivers efficiently and effectively.

The continued commitment of the CSOG group and wider services enables the clear Corporate Safeguarding Action plan to be reviewed, progressed and developed regularly to ensure actions are effectively achieved.

The continued development of the now thriving Safeguarding Champions Network ensures that staff at all levels can contribute to the overall plan.

Best Start: Children have the best start in life

The Policy, 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.

Aspire and Achieve: People in Kirklees have aspiration to achieve their ambitions through education, training employment and lifelong learning

With the right training available and opportunities for reflection, learning and development, Council staff will be confident in their practice and be supported to celebrate good practice whilst continuing to grow and develop.

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 of the workforce 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 and Cohesive: 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 safeguard 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.

Shaped by People: We make our places what they are.

AND

Sustainable Economy: Kirklees has sustainable economic growth and provides good employment for and with communities and businesses.

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

3.2 Financial Implications

Whilst there is currently no explicit financial request in relation to the current plan of work, the considerations have been given which include;

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).

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 Climate Change and Air Quality

Not applicable

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

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

4 Consultation

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

As part of this work, the OSA 2025 will also be submitted to the KSCP to be considered alongside submissions from across the Partnership to inform future learning events etc.

5 Engagement

In the completion of the OSA, each Service Director has, and continues to, actively work with teams across their respective service areas to form a reflective assessment which has informed their own service-specific plan and in turn, contributed to the wider Corporate Safeguarding Plan

Service Directors from across all areas of the Council continue to contribute to the CSOG. The CSOG meets bi-annually, which has formed the basis for the Corporate Safeguarding Plan and all subsequent service/Council wide developments which have been endorsed and progressed by the Service Director group.

6 Options

The Organisational Safeguarding Assessment has been submitted to the KSCP for 2025. An assessment must be submitted on behalf of the Council to meet statutory requirements.

The Corporate Safeguarding Oversight Group will continue to be attended by Service Directors who meet on a bi-annual basis to progress the Corporate Safeguarding Plan. It is important that Service-Director level attendance is maintained to ensure people of sufficient seniority to make decisions and be influential service-wide.

Consideration is to be given as to how the OSA is prepared and submitted in 2027, once KSCP guidance has been produced.

7 Next steps and timelines

Organisational Safeguarding Assessment

Analysis will take place by the Kirklees Safeguarding Children's Partnership (KSCP) in respect of the OSA submissions from the wider Partnership for trends, gaps, areas of concern and what's working well will take place late in 2025.

A report detailing the above will be shared with the KSCP Executive Group and a decision sought on next steps and actions for example Peer Challenge, Learning events etc.

Kirklees Corporate Safeguarding Action Plan

The responsibility for the corporate safeguarding arrangements across the Council is to remain with the Corporate Safeguarding Oversight Group (CSOG) through 2025/2026, as previously delegated by the Council's Executive Team. The CSOG will continue to meet on a bi-annual basis 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;

- Compulsory basic safeguarding awareness training to be made available to all staff. This also includes Prevent awareness training.
- Further Awareness of the Recruitment and Selection Policy and Toolkit Children's and Adult Services are to progress developments to ensure available training includes reference to all ages.
- Contextual safeguarding is an area for development in relation to training opportunities, to ensure it extends to staff beyond Children's Services who are in public facing roles across Kirklees. This is to be reflected in service-specific plans.
- Guidance to support safeguarding colleagues to be considered and developed.
- My Learning to be developed and utilised as a mechanism to record all staff training recorded.
- Supervision policies are to be reviewed and developed to include reference to safeguarding.

- Volunteer Policy to be reviewed to inform the plan required to align the whole Council approach to safeguarding.

8 Contact officer

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9 Background Papers and History of Decisions

Organisational Safeguarding Assessment 2023 Report and Decisions

10 Appendices

Organisational Safeguarding Assessment 2025

11 Service Director responsible

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Kirklees Council

Organisational Safeguarding Assessment
Council Submission

2025

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.

There are robust arrangements in place to ensure a commitment to safeguarding remains. 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 recommenced in 2023 which has since strengthened the Council's approach to safeguarding ensuring that there is a space which enables senior oversight of safeguarding practice across Kirklees.

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

At a more local level, 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.

Formal arrangements are upheld through Safeguarding Adult Reviews (SARs), Child Safeguarding Practice Reviews (CSPRs) and Domestic Abuse Related Death Reviews (DARDs). A partnership approach is taken to ensuring learning is shared and embedded across services both within the Council and with wider partners. For example, following the completion of a DARD, a learning event *Domestic Abuse and Cognitive Decline* was facilitated to share learning and drive practice developments.

Alongside more formal reviews completed by 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. Children's and Adult Services undertake Practice Learning Days, Thematic Reviews, and Learning-Enabled Conversations/Audits which all promote reflection through opportunities for shared learning contributing to continued practice improvements in relation to safeguarding. There is clear oversight across all levels, for example Adults and Health have recently refreshed their audit programme which includes safeguarding, therefore any findings are analysed through a Quality and Practice Group and fed back at team/service level, with regularly reporting/accountability provided to the Senior Leadership Team on a monthly basis. Adults and Health recognise that this is still being embedded, and further developments are required to ensure learning is disseminated more widely alongside the Kirklees Safeguarding Adults Board and directorate Learning and Development Group.

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. Safeguarding procedures in Homes and Neighbourhood have been reviewed and updated through the Performance Improvement

Pathway. Wider services, such as the Growth and Regeneration service, link closely with networks and those who attend such as the Regional Safeguarding Network meetings to share good practice. Safeguarding is a standard agenda item in many team meetings, such as across Housing Services within Place Development.

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*. It is fantastic that services which traditionally are less aligned to safeguarding, such as Highways and Streetscene and Communities and Access Services, are now developing their approach and workforce to contribute towards prevention and early intervention wherever possible, recognising themselves as the *eyes and ears* whilst being out in communities across Kirklees.

Continued development across all service areas is also driven through teams responsible for improvement/service development. This work aims to ensure that good practice examples are identified within service areas and applied service wide, to ensure a consistent approach to safeguarding is promoted. Relationships with neighbouring authorities also ensures that good practice and learning is shared more widely.

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"> • Local Resources and Procedures across KSCP and SAB • Practice Reviews: CSPRs/SARs/DARDs. • TriX • Learning Events: Domestic Abuse and Cognitive Decline. • 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 Meetings and Briefing Notes • Multi-Agency Meetings • Information from HR. • Regional Safeguarding Network 		

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

In January 2024, the accessible Corporate Safeguarding Policy was made available to all staff members through Intranet access. Furthermore, the document is linked to the Corporate Induction as part of the Induction Checklist, so all staff are made aware of this from the commencement of their employment. All services have assured that there is a good awareness of the Policy across the Council, and it is referred to in times of need. It is positive that services remain committed to ensure the document remains active and utilised, beyond induction periods.

A Communications Plan has been developed to ensure it reaches all and awareness is regularly refreshed. This includes Council wide email distribution, clear links on the intranet, a regular feature on the news section on the Intranet, and awareness being raised in line with various events such as West Yorkshire Safeguarding Week (June 2024), Violence Against Women and Girls Week of Action (September 2024), Safeguarding Awareness Week (November 2024) etc.

There are arrangements in place across all levels to ensure the Policy is understood and embedded. The Policy has been implemented across all respective service areas. This includes ensuring the Policy is included in any service specific induction documents, alongside the Corporate Induction. Additionally, the Policy is referred to when required in Supervision and practice where relevant, and within Annual Appraisal Conversations. The Safeguarding Champions Group are also responsible for directing staff members to the Policy, to embed the Policy into practice at an operational level.

Many services across the Council have safeguarding as a standing agenda item at team meetings, which ensures regular reference to the Policy and wider guidance/information.

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">• Corporate Safeguarding Policy 2024• Individual Service Returns		

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, contains 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. Full details are provided within the Corporate Safeguarding Policy 2024.

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 also available across the KSCP and

KSAB websites which 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. It is positive that for staff who do not have access to IT equipment, services such as those within Public Health and Corporate Resources, and those within Public Health/Emergency Planning, do provide physical handbooks which include the relevant policies and procedural guidance.

Although presented in different ways, all staff and volunteers can find information about safeguarding responsibilities and guidance on such.

Children's Social Work Services and Adult Service both have use of a TriX system which promotes accessibility and enables 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 is coordinated internally within Microsoft Teams sites/alternative storage method and alongside signposting to relevant resources on the Intranet.

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"> • Individual Service Returns • Review of Kirklees Intranet • Review of external KSCP and SAB website • Staff Handbook • Corporate Induction • Corporate Safeguarding Policy 2024 • TriX • Kirklees Children's Social Care Online Procedures 		

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 and 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, a link to the safeguarding statement or description of responsibilities is included in all job descriptions. Statutory roles have clear information available in respect of safeguarding responsibilities. Continued efforts are being made to ensure careful consideration has been given to each role and related safeguarding responsibilities to strengthen recruitment and each staff member's 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. Alongside generic safeguarding responsibilities, many employees across various services such as Housing Services contribute to more specific, risk management panels/arenas such as Multi Agency Risk Assessment Conferences to safeguard victims of Domestic Abuse, for example.

A Safeguarding Champions group has continued to develop since 2023. There is growing representation from across all services areas in the Council. Teams such within Public Health and Corporate resources, for example, do have two Safeguarding Champions who staff are aware they can contact for advice.

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. This was due to be reviewed and updated in 2023 and remains an outstanding task. It is positive, however, that the Council does have additional guidance available – Volunteer Policy Guidance – to support services to develop their own service-specific guidance. There is evidence that this is utilised well, for example by the Libraries Service within Communities and Access 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"> • Individual Service Returns • Review of Safeguarding Champions Group • Sample of Job Specification/Feedback from Service Areas • Intranet/Internet Policies and Procedures • Volunteer Policy • Volunteer Policy Guidance 		

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

The Corporate Safeguarding Policy 2024 is available to all staff which clearly informs staff of their professional boundaries and when/how to pass on information.

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. Statutory service areas have clear and robust arrangements in place to ensure all staff working directly with children and vulnerable adults understand how and when to share information to keep people safe. This is reviewed and embedded through staff inductions, supervision and training.

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 Growth 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 service area follows the 5 R’s; recognise, respond, record, report and refer. Services within Homes and Neighbourhoods 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. It is particularly positive that

Homes and Neighbourhoods work closely with Housing Services to promote joint working and have created guidance documents to clarify the roles and responsibilities for each service, sharing good practice.

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. With the recent development of the Integrated Community Services team, positive service developments are underway as it is recognised that the role of employees within some CAS services that have extensive community contact could be developed further 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.

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"> • Individual Service Returns • Corporate Safeguarding Policy 2024 • Sample of Induction Documents • Sample of Job Specifications/Feedback from Service Areas • Supervision Policies • KSCP and KSAB website 		

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

There is established routes of communication between Adult and Children's Services, which can be utilised should a complaint being investigated by Adult Services identify the inclusion of a child, to ensure a joined up approach is taken to the response.

It is positive to note that an appeals process was added to the complaints system in 2021 to resolve complaints in a timely way through negotiation and, where appropriate, the use of discretion.

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 2022-2024.

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 • Children’s Complaints • Whistleblowing Policy 2022-2024. • KSCP Escalation Policy 		

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. The introduction of the Inclusive Communities Framework underpins wider work with communities in Kirklees, which further emphasises the importance of listening to people of all ages through five approaches which include; *connecting, communicating, equalising, trusting and celebrating*.

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. Work is also underpinned by Working Together to Safeguarding Children 2024, the Children Act 1989/2004, and the Care Act 2014. 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, inclusion and participation through opportunities for co-production is promoted throughout both Children's and Adult Services;

Kirklees has a participation programme *Our Voice*: any young person who lives, works or attends a learning or community youth provision within the borough can contribute to this. The role of the team is to promote the inclusion of children and young people in service design, review and delivery, ensuring that young people's voices influence local services. Children and young people from the LGBTQ+ community have also been involved in the development of the service specification for local LGBTQ+ services and created questions to score in panels for tender.

KSCP and the *Our Voice* team have collaboratively worked with children from alternate provisions, the Youth Justice Service and Special Educational Needs and/or Disability (SEND) provisions to create easy to understand animations which are due to be published soon. These animations communicate young people's definitions of exploitation, why participation is important and the refresh of the SEND strategy. The animation and YJS animations will be part of the Local Authority and partners' training offer. The SEND animation will be used as part of the Local Offer.

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. Furthermore, the Achieving Excellence in Social Care Practice for Adults Framework contains information about 'Think Family' being considered as part of the assessment process and where there are children within the household to consider their need for support, safety and protection also.

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 risks 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"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> Kirklees Children's and Young People's Plan
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- Children's Services Practice Standards
- *Our Voice* blog and work projects
- *Our Voice* reports
- Inclusive Communities Framework
- 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

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 2025-2026 and also within more service specific plans.

The Kirklees Council Plan 2025-2026 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.

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.

These plans are underpinned by strategies outlined by the KSCP, including the KSCP Partnership Arrangements 2023 document.

The KSAB Strategic Plan 2021-2024, 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 and the later Modern Slavery Strategy 2022-2027 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 2022-2027 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 2025-2026 • KSAB – Partners in preventing abuse and neglect – strategic plan 2021-2024 • Five-year vision for adult social care 2020-2024 • Children and Young people's plan 2020-2023 • Kirklees Health and Wellbeing Plan 2022-2027 • Accessibility Strategy 2021-2026 • Prevent Strategy 2022-2025 • Kirklees Exploitation Safeguarding Strategy 2019-2021 • Modern Slavery Strategy 2022-2027 • Kirklees Domestic Abuse Strategy 2022-2027 • Kirklees Housing Strategy 2018-2023 • Kirklees Safeguarding Board Early Support Strategy • Kirklees Corporate Parenting Strategy 2024-2027 		

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

The Corporate Safeguarding Policy has clear information as to how to report welfare or safety concerns.

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.

A number of services have developed their own service guidance, which complements the Corporate Safeguarding Policy and guidance of the Safeguarding Boards, which helpfully makes the guidance relevant to a wide variety of

different roles. For example, Homes and Neighbourhood have standard operating procedures guidance which includes a flow chart to aid staff. Guidance has also been developed which contains service-specific examples, such as how to respond if a child is found home alone. It is positive that there is evidence that demonstrates different services work together from across the Council to ensure safeguarding concerns are identified, reported and managed as efficiently as possible. For example, Housing Services have joint protocols with Children's Social Care.

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"> • Individual Service Returns • Corporate Safeguarding Policy • Staff Handbook • Information provided from Kirklees service areas. • Review of Kirklees Intranet • Review of external KSCP and KSAB website • Review of Kirklees procedures online (as detailed in Sections noted above) 		

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

Summary Response

The Council's overall commitment to safeguarding is highlighted in all job descriptions. 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.

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 the majority of job descriptions. Similarly, this is contained within role descriptions for voluntary roles also. Where services have identified through the completion of this assessment that safeguarding is not referenced in some job descriptions, a commitment has been made to do this moving forwards.

Further to this, Adults Services have 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.

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"> • Corporate Safeguarding Policy 		

- Job Descriptions and Person Specifications
- Kirklees Careers Site
- 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

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. Safeguarding is a core pillar of supervision for all staff within statutory service areas and is well embedded. This includes both one to one supervision and group supervision. The recent refresh of the Practice and Quality Framework for Adult Service includes a section on supervisions and appraisals; this enables a clear practice standard to be established, which can be considered through planned audit activity moving forwards through 2025/2026.

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, Housing Services and Growth and Regeneration report routinely including safeguarding discussions in supervision. Recording of supervision is not as consistent and therefore quality assurance is 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, this continues to be embedded to improve consistency.

Services which include Public Health and Corporate Resources, and Growth 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 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. For teams that do not have specific reference to safeguarding within supervision, this is discussed at a team level, therefore more positively indicates that an awareness of such is still maintained.

Whilst developing the above is a standard which the Council aspire to achieve, at a minimum there is a central Appraisal system in place across the Council; all staff have two appraisal conversations each year. This offers a space to discuss any training or development needs in relation to safeguarding, whilst providing a safe space to speak.

Rating

Green

Amber

Red

Evidence to Support Summary and

Rating

- Individual Service Returns
- Children's Social Care Supervision Policy
- Children's Social Care Online Procedures
- Children's Social Care Practice Standards
- Learning and Development: Supervision Training
- Early Support Supervision Policy/Practice Standards
- Appraisal Guidance/Introduction of 'My Conversation'

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 Social Care to attend/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 Corporate 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 2022 also places statutory duties on organisations and individuals.

The Joint Multi-Agency Safeguarding Adults Policy and Procedures 2022 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. Successfully commissioned partners are required to submit their own policies regarding Safeguarding for review.

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; 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 2024 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.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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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 2022 • Information Governance Policy 2024 • Information provided from Kirklees Service areas.
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- Integrated Impact Assessments
- Homes and Neighbourhoods Transformation and Change project
- Conditions of Contracts
- Single Central Record

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 2025-2026 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 *Our Voice Project* through which children and young people can share their thoughts, feelings, and ideas to contribute to service developments (See Section 2.6). Commissioners and Partners have an established relationship with the Our Voice Team and collaboratively work to develop projects which young people can inform, shape and steer. Alongside direct work approaches, a Participation Network is currently in development to unify the messages from Community Youth Groups and provisions across the authority, from Youth Justice Services and Children's Rights Service. This aims to co-ordinate and share more voices with decision makers.

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.

The Councils' vision for Adult Social Care was co-produced which evidences the voice of users through the Council's approach to care. 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.

Further to this, Adults and Health have a range of mechanisms through which services are codesigned and coproduced with those who use services which includes; a range of partnership boards, user networks, and positive relationships with people through Health Watch. The service also conducts an annual, large-scale survey with social care users to elicit feedback, satisfaction and outcomes. A range of insights are gathered to inform the planning and performance cycle, comparing against other neighbouring Local Authorities.

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. On a wider scale, services across Communities recognise 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.

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.

Beyond Children's and Adult Services, there are many examples of positive work across the Council; Kirklees Domestic Abuse Specialist Services includes a participation group which is under development to ensure the voices of survivors/victims are central to developments. Focus groups are coordinated by the Growth and Regeneration directorate to gather feedback on previous projects and identify service development opportunities. Public Health and Corporate Resources also consult the public about the development of or changes to services but holding focus groups with families, carers and people with complex/multiple needs etc. An example of this includes the development of the Heritage Strategy and regeneration of Dewsbury Market. Highways and Streetscene consult with groups, for example through the Playable Spaces Strategy, which sees consultation with children, members of the public and Councillors. Homes and Neighbourhoods have a Tenant Involvement and Empowerment Team who are responsible for working with tenants and residents on activities to improve the environment, community safety and community spirit. This is a great mechanism for gaining feedback and promoting tenant involvement in decision making. Homes an Neighbourhoods also feed into Improvement Board for scrutiny and challenge, alongside the Tenant Led Panel; recently a new Vulnerable Tenants Policy was presented there, alongside a Domestic Abuse Policy.

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"> • Individual service submissions • Kirklees Council Our Plan 2025-2026 • Children's Rights Team • Our Voice Participation Programme and Reports • KSCP Listening Hub • Training opportunities • Inclusive Communities Framework • Adult Social Care Co-Production Board • Kirklees Access Strategy 2021-2026 • Direct Payments Policy • Training participant/learner forms • Consultation Summaries • Co Production Board • Direct Payments Policy • Customer Services Reprot 		

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 2025-2026 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 2024-2027, 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.

Services across the Council strive to ensure all work ensures equal access for all sectors of the community. For example, Employment and Skills within the Growth and Regeneration directorate, ensure that all procurement documents related to services which have direct contact with people are completed with information about who we want to work with and the reasons for doing so. These are traditionally those furthest removed from the labour market, at risk of NEET, BAME and older residents, and residents from the Lowest 30% of Index of Multiple Deprivation.

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. There is now a Tableau Dashboard in place which helps the Council to monitor published IIAs. There is a dashboard to monitor equalities and also a parallel impact which looks at environmental impact. The Strategy and Innovation team also have a QA group established which samples a number of IIAs to look at each quarter. Recent positive feedback from IIAs that have been completed include the use of comprehensive evidence sources and utilising support from subject matter experts.

Rating

Green

Amber

Red

Evidence to Support Summary and Rating

- Kirklees Council Plan 2025-2026
- Inclusion and Diversity Strategy 2024-2027
- 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 Review
- Contracts and Procurement Services Requirements

PART FIVE

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

Summary Response

The Corporate Safeguarding Policy is now linked to/included with the corporate induction within the Council to emphasise the importance of safeguarding, improve consistency and further strengthen the Council's response. To read, review and reflect on this Policy is part of the induction checklist for every staff member.

Services across the Council also have their own service-specific induction processes, and on some occasions an induction workbook, in place for all staff and volunteers which includes the familiarisation with wider Council policies and procedures.

The extent to 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.

Many practitioners in statutory safeguarding roles have existing qualifications such as a Social Work qualification. Further training is considered and identified within individual inductions to complement any professional registrations.

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">• Individual service returns• Our Kirklees Welcome Intranet Page• Safeguarding Factsheets – KSCP/KSAB/Safer Kirklees• MyLearning Safeguarding Awareness• Children's Service Induction• Kirklees Council Welcome Guidance• Corporate 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)

Services have referenced the generic safeguarding modules outlined above as on My Learning when sharing what safeguarding training teams complete. Some service areas, such as Housing Services, highlight that this training is too basic for most staff members and therefore access additional training, as outlined below. Regardless of this, all service areas are supportive of the progression to make basic safeguarding training a mandatory requirement for all staff members.

Adult Services also notes that Third Sector Leaders offer a 90-minute basic awareness course in respect of Safeguarding Adults at Risk and a Safeguarding Adults Basic Awareness Workbook for volunteers, which is in partnership with Adults and Health training for volunteers.

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.

In services where contact with children, young people and adults is more explicit, signposting to related training is more readily included. As many staff in statutory services have existing professional registrations and qualifications such as Social Work qualifications, training plans are developed according to their level of need in respect of safeguarding training and their respective job role.

Following the Integration of Community Services within Communities and Access Services, the development of robust training plans is underway which includes training and development opportunities to enable staff to fulfil their safeguarding responsibilities.

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.

Some services areas which do not interact with young people/vulnerable adults within such as Growth and Regeneration, do not attend safeguarding training. However more specific service areas with public facing contact within this area, including the Employment and Skills Service, do attend briefings on safeguarding, including Prevent, and other role-specific training as the Education Training Foundation training.

The OSA 2023 noted that practice is stronger within some service areas than others, and services committed to developing this. The Homes and Neighbourhoods safeguarding training matrix has since been finalised and is managed/monitored by the Learning and Development Team. There is clear expectations set out for all staff in relation to what training to attend.

Two issues for consideration have been highlighted through enquires:

The Home Office states that Prevent training should be mandatory for all staff, however this is not yet consistently applied across the Council.

Whilst some services do not undertake safeguarding training due to the nature of their roles, it is important that staff are able to identify and respond to safeguarding concerns related to staff/colleagues, not just those who access Council services.

Both of the above are to be considered as part of the Corporate Safeguarding Action Plan.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • My Learning training. • OSA Service Submissions 2025 • KSCP website and training portal
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- KSCP training data
- KSCP Training Strategy 2021-2023
- KSAB Multi Agency Learning and Development Offer 2024-2025
- 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

Learning and Development to review the availability of in-house introductory training on My Learning and develop the resource. The team are to progress the training to become mandatory. Quality assurance measures are to be developed to ensure all staff attend this as part of their induction process and at any pre-determined interval.

Learning and Development to consider Prevent training and how to meet the proposed Home Office standards.

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.

Rating

Green

Amber

Red

Evidence to Support Summary and Rating

- KSCP Training Strategy 2021-2023
- KSAB Multi Agency Learning and Development Offer 2024-2025
- Kirklees Workforce Development Strategy Lead

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 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. A robust appraisal process is in place within the Council.

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. This means it is more difficult to provide assurance 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, however the work areas need amending to reflect service changes to enable all services across the Council to utilise this offer.

In service areas which do not have primary safeguarding roles, there remains a reliance upon My Learning to provide information about training attended, 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*). There is some good practice evident, however, whereby services such as Employment and Skills, keep a single central record of training which is monitored. Furthermore, Public Health and Corporate Services also keep service files for those who do not have IT access, which assures accessibility it promoted and not restrictive.

It has been noted that in some services such as within Highways and Streetscene, specific records regarding volunteer safeguarding training are not yet retained. There is a commitment to improving this moving forwards.

Rating	Green <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating

- My Learning
- Children's and Adult Learning and Development Service
- Supervision procedure/guidance
- Appraisal/ 'My Conversation' Pilot
- Information provided from Kirklees service areas
- Single Central Record (Employment and Skills)

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

A further review of My Learning will take place with the Learning and Development teams with the view to enabling all training to be recorded on a singular training record for each staff member.

The new Council team structure to be provided to KSCP/KSAB to ensure attendance can be logged correctly.

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 (should employees not have presiding qualifications such as a Social Work degree), reflecting the requirements outlined in Working Together to Safeguard Children 2024. 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.

Learning identified from the completion of the OSA 2023 included the requirement for there to be equal emphasis placed on both child and adult safeguarding training across the two service areas aforementioned. This remains an area for development. Adult Services are currently developing basic awareness training, which does reference child safeguarding issues.

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.

There is less consistency within services across the wider Council, with mandatory and suggested training courses varying across each team. It is positive that services such as those within Highways and Streetscene have recognised the importance of developing a programme of refresher training, therefore ensure continued professional development which extends beyond the induction period.

It has been highlighted through the completion of this document that the DSLs within Employment and Skills do find it difficult to access training within the Council that is relevant; this it to be explored further within the Corporate Safeguarding Action Plan.

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 briefing that 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.

For all staff, there is a wide range of training available to access across the KSCP and KSAB for staff in relevant service areas to attend beyond basic safeguarding training, however some of these courses do have limited dates which limits reach. 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. Prevent training is also provided by the relevant team. Contextual safeguarding is an area for development in relation to training opportunities, to ensure it extends to staff beyond Children’s Services who are in public facing roles across Kirklees.

This rating considers the wider safeguarding training offer, beyond introductory training, relevant to each role and service area. Support is required to ensure staff understand their responsibility to, are able to recognise/respond to, safeguarding concerns in respect of colleagues, not just with those who access services across Kirklees.

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

The Council do not yet have a mandatory safeguarding training programme available. Whilst statutory roles have training, development and quality assurance measures which supersedes basic safeguarding training, it is recognised as essential that supporting roles such as Business Support teams and wider services whose primary role is not safeguarding-related, must also complete basic training.

Initial steps have been taken to consider what is already available and how resources can be developed to ensure it is relevant and proportionate to *all* staff. This may include developing the corporate 'Trust Your Instincts' video to make content interactive to promote engagement and understanding at a basic level.

This rating has been changed from Red to Amber as there is recognition of the development need and steps have been taken to progress this in 2025/2026.

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 training. • KSCP website and training portal • KSCP Training Strategy 2021-2023 • KSAB Multi Agency Learning and Development Offer 2022-2023 • Volunteer Handbook • Corporate Induction • Corporate Safeguarding Policy • Induction Documents across service areas • Supervision Policies/Appraisal Guidance 		

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

Learning and Development to develop a compulsory safeguarding training offer 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

The Council Plan 2025-2026 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*).

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. Children's Services have well-established procedures in place through a clearly written accountability framework, which includes individual, professional and organisational accountability. The impact on practice is 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.

It is particularly positive that across Kirklees there has been a significant move away from services working in

isolation, to reviewing practice as a partnership. The recent introduction of a Practice Assurance and Development Group for operational staff involved in the DRAMM and MARAC domestic abuse process ensures that there are opportunities for staff at all levels to contribute to development and influence change.

Where relevant, services from across the Council work together to contribute to Child Safeguarding Practice Reviews, Safeguarding Adult Review and Domestic Abuse Related Death Reviews, which includes consideration of the training and development opportunities available, and the developments required to improve outcomes.

Activities across 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.

Overall, there are positive arrangements in place to measure the impact of safeguarding training in the workplace and on outcomes or children, young people and adults at risk.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Council Plan 2024-2025 • TriX Children’s Social Care Procedures Online • Family Support and Child Protection Practice Standards. • KSCP Training Strategy 2021-2023 • KSAB Multi Agency Learning and Development Offer 2023-2024 • 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 • PAD Terms of Reference
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If Amber or Red, please state how you will improve this

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 Corporate Safeguarding Policy emphasises the importance of safer recruitment through a dedicated section which is in line with local partnership procedures.

The Council produced a Recruitment and Selection Policy Statement in January 2024. This has since been available to all teams on the Intranet. This Policy includes:

- Key principles of Safer Recruitment
- Vacancy Management and Deployment
- Recruitment of Ex-Offenders
- Selection Processes and Recruitment Panels
- Support into Employment
- Recording Keeping
- Recruitment Complaints

The Policy also contains helpful information as an Appendix in respect of guidance regarding Pre-Employment checks, including DBS check requirements.

There is some general awareness of the Policy across the Council, however continued efforts to raise awareness of the Policy would be beneficial to embed this.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Recruitment and Selection Policy 2024 • Pre-Employment Checks Matrix • OSA 2025 Service Submissions • KSCP procedures
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If Amber or Red, please state how you will improve this

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

Summary Response

As detailed in *Section 6.1*, the Recruitment and Selection Policy contains helpful information as an Appendix in respect of guidance regarding Pre-Employment checks, including DBS check requirements.

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.

A review of the Council's DBS position was completed and endorsed by the Executive Board in 2024. 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. 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. It would be beneficial to share the enquiries made and corporate decision regarding refreshed DBS checks, to provide clarity on this matter.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Recruitment and Selection Policy 2024 • 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
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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

The Policy details that *All members of a recruitment panel must have completed the Recruitment and Selection E-Learning on My Learning*. Further work is required to embed this principle, to ensure this is consistent practice across the Council. This practice is well established across Children's Service, however other services do not routinely utilise this training.

My Learning does have two e-learning courses available in relation to general people-selection and inclusive recruitment; People Services are satisfied that the courses provide a basic introduction to safer recruitment, however, recognise that further development would be beneficial.

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 checked="" type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Kirklees Recruitment and Selection Policy 2024 • Kirklees Intranet
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- My Learning portal

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

People's Services to consider how to assure that all recruiting managers have completed training prior to being on a Recruitment Panel.

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.

The Corporate Safeguarding Policy 2024 includes guidance in relation to this, whilst signposting to the other more specific guidance documents, as detailed below.

There is guidance available in respect of the Local Authority Designated Officer Training for Professionals 2023-2024 (LADO) and a related document, Safeguarding concerns and Allegations Guidance for Professionals 2023. 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 2024, 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"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Local Authority Designated Officer Training for Professionals 2023-2024 • Safeguarding concerns and Allegations Guidance for Professionals 2023
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- One Minute Guide – LADO First Responses
- Whistleblowing Policy 2024
- Corporate Safeguarding Policy 2024

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 Corporate Safeguarding Policy 2024 outlines this procedure and signposts staff to other more specific documents.

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.

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. Furthermore, it is positive that services have reflected on best practice and have identified where arrangements can be developed; for example, Public Health and Corporate Resources have identified that it would be good practice to display information to enable visitors to know who to report allegations to, should they require it.

Within Children's and Adult Services, there is a named senior person to whom allegations or concerns can be reported to.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none"> • Employee Handbook • Safeguarding concerns and Allegations Guidance for Professionals 2023 • OSA Service Submissions 2025 • Corporate Safeguarding Policy 2024 • Intranet – LADO Guidance • KSCP – LADO Guidance
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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 roles which include 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, Daily Risk and Missing Meetings, Risk and Vulnerability Meetings, Out of Court Disposal Panel, Early Support Multi-Agency Panel, Channel Meetings, Modern Slavery Panels, Risk Escalation Conferences, 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. 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 2025-2026 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 are now well-embedded 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.

When necessary, Child Safeguarding Practice Review panels, Domestic Abuse Related Death Review panels and Safeguarding Adults Review panels are well attended by services across Kirklees.

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 2025-2026 • 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. • Safeguarding Adults Policy and Procedures 2022-2024 • OSA Service Submissions 2025. 		

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. This is emphasised clearly within the Corporate Safeguarding Policy 2024.

Children’s Services have robust arrangements in place which assures staff and volunteers know when to make a referral for a child in need or at risk. This includes both for a safeguarding concerns or an Early Help Assessment. Alongside this, staff know when to discuss a concern further with a manager. Children’s Services are assured that staff share information is both legal and ethical to protect children. Training available includes information on local safeguarding decision making through the KSCP.

There is a general consensus from Service leads beyond Children’s and Adult Services 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.

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.

Although lead agencies responsible for safeguarding have strong knowledge, skills and experience, the training and requirements for staff across the wider Council to attend such 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 exploitation should be noted, as there are limited training opportunities available beyond Children’s Services to ensure other community-facing teams have adequate skills and knowledge to contribute towards improving prevention and early-intervention offers.

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"> • Corporate Safeguarding Policy 2024. • See evidence listed in the sections reference in the summary response. • OSA Service Submissions 2025. • 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.

Exploitation training across all front-facing services to be considered.

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, to 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 1989/2014. 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.

Whilst guidance for this question notes that it is predominantly aimed towards 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. Homes and Neighbourhoods offer a positive practice example in respect of this; all of their frontline staff have attended a Team Around Family workshop. Furthermore, Housing Services also consider assessment and support options for the people they work with, to ensure they receive the most appropriate support. Housing Services are committed to ensuring all staff are, and remain, aware of the Early Help offer.

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 <input type="checkbox"/>	Amber <input checked="" type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none">• KSCP Procedures• KSCP Flowchart 'When to Share Information'• Children's Services Practice Standards• Early Support Practice Standards• Informal training• Supervision Policies• Appraisal Guidance• Individual service submissions
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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 are being made 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.

There are arrangements in place in Housing Services, for example, whereby there are Social Work roles embedded which play an integral role in supporting officers to understand wider legislation outside of specific housing-related duties.

Wider service areas have some limited knowledge of these Acts, typically shared within basic safeguarding training.

Specific safeguarding arrangements such as the Multi-Agency Risk Assessment Conference has developed a reflective practice space, the Practice Assurance and Development Group (PAD), which encourages the development of staff awareness around the roles of other professionals and organisations. Partnership working has continued to flourish across the Council as a result of such activities.

The rating is Green as statutory services who require such knowledge have robust arrangements in place which assures that staff have the knowledge required to work effectively to keep children, young people and adults safe.

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">• 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

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, as detailed throughout other sections of this assessment.

There is a clear Quality Assurance Framework within Children's Services which underpins good practice examples provided through various forums across training and development opportunities.

Assessment, support planning and review guidance is in place to support good practice within Adult Social Care. Commissioning of new training is developed to reflect good practice and is evidence based. Subject matter experts include Service Manager, Principal Social Worker, Principal Occupational Therapist, all of whom input into new training and the programmes developed.

Work across Communities and Access Services; a directorate which has community contact with all ages, has

established service meetings titled 'keeping ourselves and communities safe', which includes the space for reflection to highlight good practice and opportunities or development in respect of work with children, young people and adults at risk.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating

- OSA Service Submissions 2025
- Children's Services Quality Assurance Framework
- Children's Services Practice Standards
- Children's Service Improvement Plan
- 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

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

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?

Summary Response

See *Section 4.3*

The Council has clearly established Behaviours and Expectations which include;

- Honesty
- Positive
- Flexible
- Respectful
- Communicative
- Supportive

These behaviours are applicable for every staff member, no matter what service area or level worked at. Council behaviours are reviewed within staff appraisals.

Across Children's and Adult Social Work, Social Workers are required to be registered with Social Work England which ensures that they adhere to professional standards which includes the core values of equality and respect. On a wider basis across Children's Services, internal quality assurance activities ensures that practice is reviewed to ensure that it is anti-discriminatory.

There is a recognition in Adults Services that more work is required regarding equality analysis to ensure that the people supported represent the wider population; the directorate is working with ADASSS to understand access to services and what specific challenges there may be across diverse groups. Furthermore, the DOLs/MCA Team Managers are involved as part of contract monitoring with Advocacy providers, ensuring steps are taken to promote better recording in relation to making referrals for Advocates & IMCA's to ensure that all sections of the community are

accessing this support.

The introduction of the Inclusive Communities Framework (ICF) in 2023, with further development continuing to be lead by Communities and Access Services, contributes greatly to ensuring that the Council is anti-discriminatory and provides equality of opportunity for children, young people and adults at risk.

The ICF is a partnership commitment to inclusion across the district, developed in partnership between the Council and other organisations, with a view to build communities where all people have a sense of security, connection and belonging. The framework is a tool to enable organisations and services in Kirklees, to work together and be better aligned, with a common approach. It enables services review and improve the way they work with communities. It is informed by the 'Working Alongside' shared values, which describe how some Voluntary and Community Sector organisations (VCS), Kirklees Council, the Police and health partners want to work together, to make our local places even better. It also supports the Council and partners to work towards achieving the 'Shaped by People' shared goal, outlined in the Council's Plan 2025-2026

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and Rating	<ul style="list-style-type: none">• Section 4.3• Service OSA Submissions• Council Plan 2025-2026• Inclusive Communities Framework• Integrated Impact Assessment Feedback Summary• Equality and Diversity Legislation – Intranet• Social Work England
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If Amber or Red, please state how you will improve this

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?

Summary Response

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.

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 beyond statutory services have been shared, for example within Growth and Regeneration in roles which have direct contact, people receive information on how to raise concerns. For example, learners participating in an adult learning programme receive an induction/information booklet which includes this.

Rating	Green <input checked="" type="checkbox"/>	Amber <input type="checkbox"/>	Red <input type="checkbox"/>
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Evidence to Support Summary and	
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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
- Employment and Skills; Learning/Information booklet

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

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – WORK PROGRAMME 2025/26

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 2025/26	The Leader will attend to set out her portfolio priorities for 2025/26.	<p><u>11 July 2025</u> The Leader set out her priorities for 2025/26 and gave an update in respect of recent outcomes. She responded to questions and comments from Committee Members.</p> <p>It was agreed that:</p> <ul style="list-style-type: none"> - a report on the work being done in respect of ‘getting the basics right’ be added to the work programme and it be recommended that this work should include a strong focus on effective and timely communication. - the Committee receive an update in respect of cyber security. <p>Informal meetings with the Chair and the Leader take place throughout the year.</p>
2. Finance Portfolio Holder’s Priorities 2025/26	The Portfolio Holder will attend to set out his priorities for 2025/26.	<p><u>11 July 2025</u> The Portfolio Holder set out his priorities for 2025/26 and gave an update in respect of recent outcomes. He responded to questions and comments from Committee Members.</p> <p>Informal meetings with the Chair and the Portfolio Holder take place throughout the year.</p>

<p>3. Corporate Portfolio Holder's Priorities 2025/26</p>	<p>The Portfolio Holder will attend to set out her priorities for 2025/26.</p>	<p><u>25 July 2025</u> The Portfolio Holder set out her priorities for 2025/26. She responded to questions and comments from Committee Members.</p> <p>The Committee requested that;</p> <ul style="list-style-type: none"> - An item in respect of the replacement of the Household Support Fund be placed on the Committee's Work Programme. - A visit be organised to see the work being undertaken by Project Search <p>Informal meetings with the Chair and the Portfolio Holder take place throughout the year.</p>
<p>4. Corporate Financial Management</p>	<p>To provide oversight of:</p> <ul style="list-style-type: none"> • Quarterly Corporate Financial Monitoring Reports • Medium Term Financial Strategy • Budget 2026/27 - Pre-Decision Scrutiny 	<p><u>11 July 2025</u> The Committee was provided with a comprehensive update on the outturn for 2024/25. This facilitated Members to be aware of the current position and challenges and gave them the opportunity to put questions and offer challenge to the relevant Cabinet Member and Section 151 Officer. It also provided Lead Members with important background information to be taken into account, as appropriate, when considering issues within the remit of their Panel or to also them to pick up on any items within the remit of their Panel that may require further scrutiny</p> <p><u>12 September 2025</u> Update report on Quarter 1 2025/26. The Committee was taken through the detail of the current position and the revenue variances and pressures affecting each directorate; the Housing revenue Account (HRA); the Capital Plan and the Dedicated Schools Grant (DSG) and the 'Safety Valve Agreement' Medium-Term Financial Strategy</p>

		<p>A presentation was given on the MTFS further to its consideration at Cabinet on 9th September and prior to its submission to Council on 17th September.</p> <p>The MTFS set out the financial framework for the Council's budget planning for 2026/27 to 2030/31.</p> <p>It was noted that the Government response to the Fair Funding Review was awaited and may impact on the figures.</p> <p>Members discussed the position in relation to the Council's contributions to the West Yorkshire Pension Fund and the ongoing consultation.</p> <p>It was noted that there would be a dedicated meeting of the Committee in January 2026 to facilitate engagement on the budget proposals for 2026/27.</p> <p><u>5 December 2025</u> <u>16 January 2026</u> – Budget Proposals <u>27 March 2026</u></p> <p>The Chair is briefed by the Service Director, Finance on a regular basis throughout the year.</p>
5. Corporate Performance	To provide oversight of the Quarterly Performance Management Reports	<p><u>11 July 2025</u></p> <p>The Committee was provided with an update on the Quarter 4 Council Plan and Performance Report 2024/25 as part of the ongoing engagement on this issue. It provided the Committee with an overview of performance and outcomes and gave Members the opportunity to question and offer challenge to the relevant Cabinet Member and lead officers. Lead Members were also able to use this knowledge to identify any issues within the remit of their Panel that may require further scrutiny.</p> <p><u>12 September 2025</u> Update report on Quarter 1 2025/26.</p>

		<p>The Committee discussed; Education Health and Care Plans, fly tipping, early intervention and prevention in relation to adult social care, accessibility for customers and the use of temporary accommodation for the homeless.</p> <p>Further information was requested in relation to the Customer and Access Programme and this will be addressed as part of the item in respect of Transformation Priorities.</p> <p><u>5 December 2025</u> <u>27 March 2026</u></p>
6. Corporate Risk	To provide oversight of the Quarterly Corporate Risk Reports	<p><u>11 July 2025</u></p> <p>The Committee was provided with an update on the Quarter 4 Corporate Risk Report 2024/25 as part of its ongoing oversight of this issue. This gave the Committee an overview of this important area and the actions and mitigations being taken in each case. Members were able to question and offer challenge to the relevant Cabinet Member and lead officers. Lead Members were able to use this knowledge to take forward any issues within the remit of their Panel that may require further scrutiny.</p> <p><u>12 September 2025</u></p> <p>Update report on Quarter 1 2025/26.</p> <p>The Committee was advised:</p> <p>There had been minimal change since the last quarterly report. Of the amendments to the risks on the register including those added and removed.</p> <p>The Lead Member for Environment and Climate Change undertook to look at the issue of local area energy plans.</p> <p><u>5 December 2025</u> <u>27 March 2026</u></p>

7. Council Plan	Pre-decision scrutiny in respect of the latest version of the Council Plan	<u>5 December 2025 – Informal</u> <u>16 January 2026</u>
8. Transformation Priorities	<ul style="list-style-type: none"> • Bi-annual progress reports in respect of delivery of transformation projects and activities. • Lead Members will be invited to request briefings on the detail of those within their Panel’s remit where they consider this will assist their work. 	<u>5 December 2025</u>
9. Corporate Peer Challenge Action Plan	<ul style="list-style-type: none"> • Oversight of Action Plan Implementation. 	<u>11 July 2025</u> A progress report was given in relation to the Council’s Action Plan to respond to the recommendations made by the LGA Peer Challenge in November 2024. The Committee had previously considered the Action Plan in advance of its approval by Cabinet. The Committee had welcomed the early engagement with Scrutiny on this issue and the progress made in implementation to date. It requested the submission of a further report following the LGA Progress Review in September 2025. <u>5 December 2025</u>
10. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy	<ul style="list-style-type: none"> • 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. 	<u>27 February 2026</u>
11. Government Policy / Legislation	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	Briefing notes provided to Committee members in advance of the meetings in June, September, December 2025 and February 2026.

	any changes in respect of financial settlements and the approach to funding.	
12. Customer Service	<ul style="list-style-type: none"> • Early learning from the ten integrated library hubs on how citizens can be supported and enabled to access the support and information they need, using a place-based approach, and how this will be used to plan for the future. • Raising awareness of, and the role of wider services and partners in promoting, the integrated hubs • How the service works with volunteers and how they are supported to build on their particular areas of interest. <p>(Including a visit to the Huddersfield Centre)</p>	<u>13 February 2026</u>
13. Corporate Safeguarding Plan	<ul style="list-style-type: none"> • Update report on progress further to the Organisational Safeguarding Assessment in 2025 	<u>14 November 2025</u>
14. Social Connectivity in Kirklees	Progress update in respect of Action Plan	<u>27 March 2026</u>
15. Digital Strategy	Pre-decision scrutiny	<u>Informal 27 February 2026</u>
16. Tourism Strategy	Pre-Decision Scrutiny of New Strategy (3 Year strategy)	<u>14 November 2025</u>
17. Culture Strategy	Pre-decision scrutiny of Culture Strategy (10 year)	TBC
18. Communications Strategy and Business Plan	Update on activity	<u>11 July 2025 – Informal</u> Members received an update in relation to the Comms Strategy and Business Plan and proposed actions for 2025/26.
19. Devolution	Update in respect of devolution and the impact on Kirklees and	<u>12 September 2025</u>

	engagement at regional level.	The Committee received a report which set out the contents of the English Devolution and Community Empowerment Bill. Discussion took place in relation to: the impact on Kirklees, the further detail awaited with particular reference to the arrangements for neighbourhood governance; and the need for funding to effectively implement neighbourhood governance. It was requested that further updates be provided in December 2025 and February 2026 .
20. External Funding Opportunities	Update in respect of activities associated with identifying and pursuing partnership and funding opportunities that support the Council priorities.	<u>27 February 2026</u>
21. Household Support Fund - Replacement	Maintain an overview of the changes from the replacement of the Household Support Fund with the Crisis Resilience Fund in April 2026 and the potential impact on Kirklees residents.	TBC
22. Physical Activity in Kirklees – Next Steps	Recommendation from Cabinet (21/10/25) for Scrutiny to be engaged ahead of, and throughout, the next steps of the process.	<u>14 November 2025</u>
23. Member Development Framework	Pre-decision scrutiny prior to submission to Council	<u>27 February 2025</u>
24. Scrutiny Work Programmes	Maintain an overview of the Work Programmes of the four Panels: <ul style="list-style-type: none"> • Children’s • Environment and Climate • Growth and Regeneration • Health and Adult Social Care 	<u>25 July 2025</u> The Chair of Scrutiny introduced the Committee’s Work Programme for 2025/26 and each Lead Member gave an overview of their Panel’s Work Programme. The Work Programmes for 2025/26 were approved. Updates are provided by the Lead Members at each meeting of the Committee.

LEAD MEMBER BRIEFING ISSUES

THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
Inclusion and Diversity	Inclusion and Diversity Strategy 2024-27 Progress Update	
People Strategy	<ul style="list-style-type: none"> • Progress Update Phase 3/4 • Pre-decision of revised strategy 2025 onwards 	Chair's Briefing 14/11/25 with a focus on workforce planning and recruitment
Armed Forces Covenant	Progress Update	Update provided to Committee on 25/7/25