

# Public Document Pack



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Thursday 19 March 2026

## 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 27 March 2026**.

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 Itrat Ali

Councillor Zarina Amin

Councillor Andrew Cooper

Councillor Jo Lawson

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Election of Chair**

To elect a Chair for the meeting.

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**2: Membership of the Committee**

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

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**3: Minutes of Previous Meeting**

1 - 16

To approve the Minutes of the meetings of the Committee held on the 16<sup>th</sup> January 2026 and 13<sup>th</sup> February 2026.

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**4: Declaration of Interests**

17 - 18

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

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**5: Admission of the Public**

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

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**6: Deputations/Petitions**

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

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

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**7: Corporate Financial Monitoring - Quarter 3 Report 2025-2026** 19 - 20

A presentation will be given in respect of the Corporate Financial Monitoring Report for Quarter 3 2025-2026, with reference to the report submitted to Cabinet on 24<sup>th</sup> March 2026.

Contact: James Anderson – Head of Finance and Accountancy.

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**8: Corporate Risk - Quarter 3 Report 2025-2026** 21 - 22

A presentation will be given in respect of the Quarter 3 2025-2026 Corporate Risk Report, with reference to the report submitted to Cabinet on 24<sup>th</sup> March 2026.

Contact: Martin Dearnley – Head of Audit and Risk.

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**9: Council Plan and Performance Update - Quarter 3 Report 2025-2026** 23 - 24

A presentation will be given in respect of the Council Plan and Performance Update Report for Quarter 3 2025-2026, with reference to the report submitted to Cabinet on 24<sup>th</sup> March 2026.

Contact: Andy Simcox – Service Director for Strategy and Innovation

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**10: Work Programme 2025-2026** 25 - 38

The latest version of the Committee's Work Programme for 2025-26 will be submitted for consideration.

Contact:  
Sheila Dykes – Governance Manager

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Contact Officer: Sheila Dykes

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Friday 16th January 2026**

Present: Councillor Cahal Burke (Chair)  
Councillor Itrat Ali  
Councillor Zarina Amin

In attendance: Councillor Carole Pattison  
Councillor Moses Crook  
Councillor Beverley Addy  
Councillor Nosheen Dad  
Councillor Tyler Hawkins  
Councillor Viv Kendrick  
Councillor Jane Rylah  
Councillor Graham Turner  
Steve Mawson, Chief Executive  
Rachel Spencer-Henshall, Deputy Chief Executive  
Tom Brailsford, Service Director Children and Families  
Michelle Cross, Service Director Adults and Health  
Michelle Hope, Corporate Planning and Coordination  
Manager  
Kevin Mulvaney, Service Director Finance  
David Shepherd, Service Director Place

Observers: Councillor Karen Allison  
Councillor Charles Greaves  
Councillor John Lawson  
Councillor Susan Lee-Richards  
Councillor Harry McCarthy  
Councillor Imran Safdar  
Councillor Elizabeth Smaje  
Councillor John Taylor  
Councillor Alex Vickers

Apologies: Councillor Andrew Cooper  
Councillor Jo Lawson

#### **59 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Andrew Cooper and Councillor Jo Lawson.

**60 Minutes of Previous Meeting**

**RESOLVED –**

That the Minutes of the meeting held on 14<sup>th</sup> November 2025 be approved as a correct record.

**61 Declaration of Interests**

No interests were declared.

**62 Admission of the Public**

All agenda items were considered in public session.

**63 Deputations/Petitions**

No deputations or petitions were received.

**64 Public Question Time**

No public questions were received.

**65 Budget 2026/27 - Pre-Decision Scrutiny**

The Leader of the Council and the Chief Executive introduced the draft budget proposals for 2026/27, as agreed by Cabinet on 2<sup>nd</sup> December 2025, and the Council Plan. The following points were highlighted:

- The Council Plan was in the final stages of development but there was still an opportunity for comments and feedback to be put forward.
- The importance of the Council Plan was emphasised; the priorities established within it guiding decision-making on the budget.
- The new three-year financial settlement from the Government allowed for improved long-term planning.
- The four headline Council Priorities remained consistent:
  1. Getting the basics right.
  2. Protecting the vulnerable.
  3. Enabling everyone to thrive and have successful lives.
  4. Economic growth.
- Public consultation on the Council's proposed budget had taken place, with early feedback appearing constructive.
- Scrutiny formed part of the wider consultation process before the final decision was taken in February.
- Additional revenue funding was proposed for priorities identified by residents and businesses, such as planning services, addressing fly-tipping and support for community organisations.
- The updated Capital Plan included £35.1 million towards a new sport and leisure facility in North Kirklees to replace Dewsbury Sports Centre. It represented the continuation of the programme of investment into the local economy and infrastructure.
- The Council's financial position was improving, though there were still challenges and difficult decisions to be made.
- It was important to maintain a focus on prevention to mitigate long-term pressures particularly in children's and adult social care and close partnership working was taking place with providers and NHS colleagues.

## Overview and Scrutiny Management Committee - 16 January 2026

- A lot of work had been done in terms of reviewing the Capital Plan.
- Most discretionary fees and charges had increased by 3% to reflect inflation.
- Ensuring efficiency and effectiveness of services. Assessments had been undertaken of vacant posts and work was being undertaken to establish how digital solutions could improve and support productivity and also maximise income for local residents.
- The maintenance of appropriate risk management and governance practices, balancing risk awareness with enabling community-led activity.
- The level of savings required had reduced over the last three years.
- The level of engagement on the budget consultation had reduced compared to the previous year; this may be due to the controversial nature of some of the proposals for that year.
- Initial analysis indicated that the key themes from residents related to highways and infrastructure, town centre regeneration and Council Tax affordability.
- The financial implications of not applying an increase in Council Tax of 4.99%.
- The strengthening of engagement with political groups and their leaders and the production of a detailed 'budget book'.
- The emerging themes informing the preparation of the Cabinet report scheduled for early February:
  - The continued need for a strong focus on prevention and early intervention. Special Educational Needs and Disabilities (SEND) provision was an ongoing challenge, and a White Paper was expected imminently, which would impact on responsibilities and funding arrangements.
  - Workforce capacity; with most post deletions proposed being vacant posts; the Council continued to rely on natural turnover/wastage rather than compulsory redundancies.
  - Pressures relating to housing supply and homelessness. Regular updates had been provided to the Council by the Deputy Leader, which reflected the scale and urgency of such challenges.
  - Outdoor and community space maintained by the Council. Benchmarking indicated that Kirklees managed almost double the provision of comparable authorities, which created ongoing pressures across both capital and revenue budgets.
  - Positive progress on digital transformation and service efficiency, whilst noting the importance of ensuring that digital approaches did not exclude residents who were unable to access services online.

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

- It was not possible to pick out one, top, priority. Protecting the vulnerable, both adults and children, was very important and resources had been put into the budget to ensure the demand was met. There was also a wish for residents to be able to see and feel the difference that the Council made to their lives.
- Fly-tipping was a persistent and costly issue; with sites being cleared only to be re-tipped within hours or days. Suggestions included using CCTV, increasing prosecutions, and re-purposing land to deter fly-tipping. There were two types of fly-tipping: commercial (e.g., unlicensed waste carriers) and community-based disposal within local areas. In terms of the commercial element, actions were being taken including vehicle seizures, prosecutions,

naming-and-shaming and publicising enforcement action. In respect of the other element, work was being undertaken to raise awareness in communities about the best ways to dispose of waste and the costs to them of repeated clearance operations. Additional resources had been dedicated to clearing hotspots and backlogs in clearance had improved.

- The consultation methodology had been altered to allow broader responses compared to previous years' proposal-specific approach. In terms of the level of response, it was considered that this was not unusual for a place like Kirklees and a small sample could be representative.
- The formal consultation process had been supplemented through ongoing engagement with businesses, community groups, and service users throughout the year and the initial budget proposals reflected the outcomes from this. There was a desire to increase the amount of local engagement but there was a balance to be achieved on the level of resources used for this and the added value.
- Feedback on the consultation process itself had been generally positive.
- The proposed £35.1m investment into replacing Dewsbury Sports Centre was welcomed. The Administration was committed to this but noted that it would be subject to approval by the Council.
- Programmes of activity were to be introduced, led by Kirklees Active Leisure, with the aim of improving the health of residents, particularly in North Kirklees.
- Additional Government funding for youth and leisure improvements was anticipated, with details pending and the Council was preparing to identify local priorities for such resources.
- Maximising the use of existing facilities and resources such as parks, green spaces, and leisure facilities would be beneficial; ensuring that they were maintained, with equipment being fit for purpose and providing support to community groups that organised sport and recreational activities.
- Innovative ways of making sports and recreational facilities accessible, particularly for children and young people, should be explored.
- Regeneration plans needed to include support for local businesses in addition to buildings and infrastructure.
- In response to a request for clarification in respect of 'support for community organisations' it was explained that it was considered that it would be helpful to map all existing support to voluntary groups, and that there was a recognition that support could take different forms, noting that this was not necessarily about finance but about how things were done.

The view was expressed that the Council tended to work better with large anchor organisations rather than smaller groups, with grassroots groups struggling with Council policies, procedures and rules and bureaucracy; having to deal with a number of different departments. It was noted that supporting the larger organisations was important so that they could continue to support the smaller ones.

The three-year financial settlement should assist the Council in being able to improve stability for the voluntary sector.

Noted that local ward members were not as involved in decision-making on local funding as in the past but had excellent knowledge of what support was needed for groups in their area. Ward budgets had been helpful in addressing this.

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- In terms of budget assumptions related to council tax collection rates, it was explained that the 2026/27 budget assumed an ultimate collection rate of 98.25%, which was marginally lower than the previous assumption of 98.5% although efforts would be made to achieve more than this.
- Noted that 'council tax equalisation' had been introduced by government, which recognised the differences in tax-base strength between regions. Kirklees had gained from this adjustment.

The Portfolio Holder for Finance and Regeneration and the Service Director – Finance gave a presentation which highlighted:

- A proposed revenue budget of £465 million for 2026/2027.
- A capital programme (General Fund) of £269.6 million, with a total capital borrowing of £131.7 million.
- A Housing Revenue Account (HRA) revenue budget of £115 million, with a capital investment of £73.8 million and £30.6 million of capital borrowing for 2026/2027.
- Rising demand across Children's Services and Adult Services, alongside wider inflationary impacts, affected the budget. An additional £40 million was proposed to be invested in services, with £24 million for Adults and Children's Services.
- To achieve a balanced budget, proposed new savings of approximately £7 million had been identified, which included the removal of vacant posts, efficiency measures and productivity improvements.
- Proposed Council Tax increase of 2.99% for 2026/2027, with an additional 2% to fund adult social care which was in line with Government assumptions expectations within the final settlement and would generate approximately £13 million in additional income to support local services.
- The final Local Government Finance Settlement was expected in the second week of February.
- The final budget report would be considered by Cabinet on 10th February and Council on 25th February.
- The significance of the three-year financial settlement, which supported better long-term planning for both the Council and partner organisations. The changes to the approach in terms of Council Tax equalisation, which had benefited Kirklees, was also welcomed and the hope expressed that this would continue and support reductions in deprivation and improvements in residents' quality of life.
- The proposed budget had been drafted prior to the publication of the draft Local Government Finance Settlement.
- An additional £23.1 million of funding had been assumed for 26/27.
- An additional £39 million had been allocated to service areas, further to the circa £50 million added in the current year.
- A reduction in employer's superannuation rate which was expected to save £7.1million, subject to final confirmation in March.
- Total savings of £10.7 million, comprising approximately £6.8 million of new proposals.
- In relation to funding changes Council Tax income was to rise from £252.9 million to in the region of £267.8 million, driven by the 4.99% allowable increase, tax base adjustments and a revised collection rate of 98.25%.
- Business rates retained income assumed an inflationary uplift of 0.8%.

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- The prudent view taken in relation to government funding, based on information presented in the summer, which equated to £6.8 million increase.
- A reduced contribution to the collection fund deficit from £3.8 million to £3.2 million.
- Planned contribution to reserves totalling £8.3 million, and an uplift in the annual contribution to the General Reserve of £1 million, with the strategy being to build them over a five-year period.
- The changes since the presentation of the Medium-Term Financial Strategy in September 2025.
- The figures for directorate savings proposals for 2026/27.
- The Capital Plan and funding, 2025/26 to 2032/33 including additions and reductions.

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

- In respect of assessment of impact on staff from deletion of vacant posts it was noted that those that were to be deleted had been vacant for some time. Efforts had been made to avoid additional pressure on services without some sort of mitigation and assurance was given that posts had been filled where necessary. Going forward the aim was to consider productivity through the use of digital technology and achieving better output from the available resources.
- The size of the Capital Plan, which had been raised by the external auditors, and it was questioned how the budget reflected this. The £960 million in the General Fund was affordable in the Medium-Term Financial Strategy. A prudent view had been taken on interest rates over the period. Voluntary Revenue Provision (VRP) reserves were to be built up significantly over the next five year few years that could be called upon in future years when the Minimum Revenue Provision (MRP) costs increased. It was noted that the view of the auditors had been questioned as it was considered that the Council's programme and borrowing was not out of balance when compared with other local authorities.
- In relation to risk in the context of macroeconomic events; there was always some element of risk and challenge. Contingencies were built into the capital programme and monitoring was very important. Borrowing was taken at regular intervals over the short, medium and long term, at different rates, to achieve a balance and mitigate the risk. A prudent approach was adopted but the commitment to investment into the district's towns, villages and infrastructure needed to continue.
- The three-year settlement was welcomed; the Service Director would address the level of additional funding in a presentation later in the meeting.
- There was an appendix to the budget report which illustrated how the desirable level of reserves was calculated and this was currently £29 million. This took account of the corporate risks. It was considered that the Council was taking a prudent and pragmatic view on what the level should be. It was suggested that it may be beneficial to have a higher level of visibility around the assumptions used to provide reassurance.
- £5 million of borrowing had been removed in respect of highways as there was an assumption of grant funding; the money remained within the Capital Plan and borrowing would be reinstated if the grant funding did not come to fruition. The

## Overview and Scrutiny Management Committee - 16 January 2026

view was expressed that this money should still be borrowed to invest in the district's roads to supplement the grant funding and address the backlog of repairs and maintenance to the highway network. This was an issue that had been raised during the budget consultation. It was noted that £9 million had been included in the budget as an amendment last year, for local community roads, and that remained in place and there was a need to balance ambition with what was/could actually be spent

- The challenge in terms of the Capital Plan and matching delivery and ambition was acknowledged and the potential impact on the revenue budget if this did not happen. It was noted that a significant amount of the Capital Plan was to be achieved by funding other than Council borrowing, such as from the West Yorkshire Combined Authority (WYCA) or the Government.
- The Public Works Loan Board rates changed twice a day and the current rates for five, ten and twenty years were given.
- It was suggested that announcements were sometimes made too far in advance of delivery. Assurance was given that announcements were not made until the necessary background work had been undertaken and arrangements to deliver in place.

The Portfolio Holders and Executive Directors for Adults and Health, Children and Families, Place (including the Housing Revenue Account) and Corporate presented the key issues and key pressures affecting their work for 2026/27, the draft savings proposals for the year and the key borrowing for capital schemes.

At each stage, questions and comments were invited from Committee Members, with the following issues being covered:

### Adult Social Care and Health:

- In respect of prevention to help address rising demands/cost of adult social care. A significant service re-design had taken place on front door services in 2025 to ensure people got an immediate response, and the 'waiting well' policy was also now well embedded. Internal targets were in place to manage demand. Investment had gone into Community Plus services to undertake preventative work and divert demand from the 'front door' and ensure support for individuals within their community; the library hubs also assisted residents in accessing the right support.
- It was queried how realistic the savings proposals were, with particular reference to those areas delivered alongside partners and in light of the current pressures on the Integrated Care Boards (ICB). Significant savings had already been achieved through the transformation change programme and there was confidence that this would continue. Work was being undertaken in respect of ensuring the proportion of ICB funding, for the two intermediate care provisions, was appropriate. The Council worked very closely with, and had a strong partnership with, the ICB and this would ensure that there was an awareness of any implications and complexities arising.
- In relation to the move towards more out of hospital care there had been a significant amount of investment into community provision. The model being used, across the system, was 'home first' with the right adaptations and support, and the reablement offer had grown.

### Children's and Families:

- The continued progress and improvements were welcomed despite the demand and complexities.
- In relation to the work being done to increase the numbers of foster carers and Special Guardianship Orders (SGOs); the number of fostering households had increased and the split between the numbers of those provided by the Council and those by independent fostering agencies had improved. The diversity of carers had also improved. The Council was performing very well in respect of the number of SGOs. The importance of wrap-around support for foster carers was emphasised.
- The review of the back-office functions would include consideration of any efficiencies or rationalisation that could take place in the light of the reforms expected over the next three years.
- The minimal use of agency social workers was commended.
- There was clear oversight of those children who were in placements external to Kirklees and each case was reviewed on a fortnightly basis to assess whether it was in the best interests of each child to return to the district. Education was a major element of this and the increased provision for children with social, emotional and mental health needs would assist in this.
- There were no changes in the Safety Valve Agreement contributions.
- In relation to working in clusters and the impact of this on dealing with demand, funding was being put into the schools, and early intervention approaches being taken and there appeared to be a stabilisation in the numbers requesting an Educational Health and Care Plan. The next stage would be to look at the impact and outcomes from this. The upcoming White Paper would determine the future direction of travel.
- The most significant risk would always be the impact of significant regional or national issues affecting the number of children entering care.

### Place:

- It was noted that Kirklees had a large number of play areas in comparison with other local authorities. The money in the budget was to enable the expansion of play areas across the district. Developers would make a contribution for provision within new housing developments.
- The Council had a responsibility for the maintenance of play equipment in its play areas and this would be inspected to ensure that it was fit for purpose. There was a maintenance schedule for green spaces but they were not all dealt with in the same manner, the schedule had been reviewed in recent years to take account of the available resources but also with consideration of biodiversity responsibilities.
- The increase in funding for the Green Space Action Team was to build on the previous investment in dealing with fly tipping, to ensure timely removal but also to progress work in respect of working with communities to effect behaviour change.
- The budget provision for the Development Plan was for the activity necessary to prepare for the new Local Plan and also improve the enforcement response.
- The funding for improved enforcement capacity was welcomed.

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- In respect of the transformation work on school transport; individual children would be assessed on the basis of their needs and the transport arrangements would then be discussed with parents who would have a choice in the solution. In terms of dedicated transport, the move was towards more efficient arrangements than individual taxis, and investments had been made into the fleet to facilitate this. There was also an element in terms of helping prepare children for independence. It was acknowledged that there was a need to work with families to ensure that any impact was minimised as far as possible.
- The budget needed to be sufficient to deal with damaged equipment even if it was deemed safe so that play areas did not look neglected which discouraged use.
- Developers should be asked to make a contribution towards existing nearby play provision rather than providing another new play area. This also avoiding residents having to pay a maintenance charge.
- More money should be put into maintenance overall, including roads, pavements, weeding etc to foster pride in the towns and villages.
- It was considered that to effectively transform the operation of planning, it was necessary to have an experienced planning officer to work alongside the team and focus on this. It was noted that such a proposal would be included within a bid for funding from the transformation budget. It was noted that consideration was being given to the use of technology to assist in speeding up processes where appropriate.
- The additional funding to deal with seasonal weather was welcomed but there was concern that it was not enough to deal with the planned growth in housing in the district and the extension of the gritting routes to include secondary link roads should be considered. Assurance was given that if additional funding was needed during the year then additional budget provision would be considered. It was noted that the budget for gritting was to ensure key roads and routes remained moving. In comparison with other local authorities Kirklees performed well in this activity.
- The use of patching of highways was considered to be ineffective and inefficient and the use of sectional repairs, that had been undertaken in previous years, was believed to be superior.
- Residents were concerned about the capacity for clearing gullies and drains. The aim was to return to pro-active/cyclical maintenance.
- The budget for car park meters in the Capital Plan was for the maintenance and replacement of older equipment.
- Capital provision for Town Halls was associated with maintenance for these four buildings.
- The additional resource into addressing fly tipping would be focused on enforcement as well as clearance. There had been investment previously into mobile CCTV equipment and this would be deployed in light of the available data. There would also be a focus on the educational aspects to try and prevent it from happening in the first place. Officers had liaised with colleagues in adjoining, and other local authority areas, on operational services provision.
- The continued investment into town centres was welcomed.
- In respect of work to deal with the effects of climate change; there were a number of budgets associated with climate activity and reducing carbon

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emissions and a significant amount of external income. There were core staff despite recruitment for local authorities in this area being challenging. Ongoing initiatives and core activities also contributed to this work, such as investment in Council properties making them more efficient and the procurement of a greener fleet.

### HRA:

- The Council had been mindful of the impact of the rent increase on tenants, notwithstanding it reflected inflation in the main. Two thirds of tenants were on some form of benefit which may mean that the increase would not have a direct impact. The money advice teams also worked with any who were vulnerable to financial hardship. Arrears levels were low and had dropped. It was noted that the investment into the housing stock would, over time, reduce the cost burden for tenants.
- Work was undertaken with the private rented sector and this had proved to be effective; with reductions in homelessness presentation and better standard temporary accommodation.

### Corporate:

- The Council had a contract with voluntary sector providers which had not changed; how it was funded had altered.
- A digital transformation programme was in progress and would be looking at opportunities to use technology, including AI, to increase effectiveness and efficiency whilst complying with statutory duties. The risks associated with the use of AI were acknowledged as well as the need for training to ensure appropriate use.

The Portfolio Holder for Finance and Regeneration and the Service Director, Finance then gave a presentation on the impact of the provisional Local Government Finance Settlement followed by questions and comments covering:

- The level of additional funding; anticipated as approximately £6 million un-ringfenced and £4.5 million ringfenced for 26/27 above the figures in the budget report.
- The increase in Core Spending Power of £146.3 million 2026-28 and how this was calculated and the impact on Council Tax rates.
- The additional government funding was welcomed, noting that Kirklees had fared better than some other parts of the country.

### **RESOLVED –**

(1) That the Leader and Cabinet Members, Executive Directors, and Service Director, Finance be thanked for attending the meeting to present the budget proposals for 2026/27 and that the opportunity for pre-decision scrutiny be welcomed.

(2) That the comments made by the Committee be considered in taking the budget forward and be reported to Cabinet and Council at the meetings where the final decisions are taken.

Contact Officer: Jodie Harris

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Friday 13th February 2026**

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

In attendance: Councillor Nosheen Dad – Portfolio Holder, Adult Social Care and Corporate  
Councillor Amanda Pinnock – Portfolio Holder, Communities and Environment  
Jill Greenfield, Service Director for Communities and Access Services  
Samantha Lawton, Service Director, Legal, Governance and Commissioning  
Deborah Nicholson, Councillor Support and Liaison Manager  
Mags Rogerson, Head of Local Integrated Partnerships  
Leigh Webb – Head of Governance

Apologies: Councillor Itrat Ali

**66 Membership of the Committee**

Apologies for absence were received on behalf of Councillor Itrat Ali.

**67 Declaration of Interests**

No interests were declared.

**68 Admission of the Public**

All agenda items were considered in public session.

**69 Deputations/Petitions**

No deputations or petitions were received.

**70 Public Question Time**

No public questions were received.

**71 Integrated Library Hubs: Early Learning, Community Engagement, and Place-Based Support for the Future**

The Committee considered a report in relation to early learning from the ten integrated Library Hubs across Kirklees and how this was informing the future development of the service model.

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Councillor Amanda Pinnock, Portfolio Holder for Communities and Environment introduced the item and explained that the report set out how the traditional libraries had developed into community integrated Library Hubs and their purpose in providing place-based access to support, and outlined future development priorities. It was noted that each hub was tailored to meet the specific needs of its locality. Thanks were expressed to the volunteers, with particular emphasis on their integral role in the success of the model.

Jill Greenfield Service Director for Communities and Access Services and Mags Rogerson, Head of Local Integrated Partnerships were in attendance to present the report, and a presentation was given which highlighted that:

- The model had consolidated customer service and library functions. It had been piloted in Dewsbury and Huddersfield before expanding to ten locations, and had been designed to be adaptive, inclusive, and community-focused.
- The hubs offered a range of support levels, from unassisted self-serve to full staff-led assistance for more complex enquiries. Services and partners played a wider, integrated role within the Library Hubs.
- Early learning from the ten hubs included typical enquiry durations and common complex customer issues, such as Blue Badge applications, council tax and benefits, housing solutions, local welfare provision, and disabled travel support.
- Future developments included increased joint working with wider services, the creation of a new webpage and support clinics, exploration of opportunities to extend the model and building on lessons learned.
- Volunteer support remained a key component, with more than 400 volunteers across 24 sites and there were plans to expand roles and diversify the volunteer base.
- Volunteers received consistent, high-quality induction and training opportunities, and volunteer retention remained consistently strong.
- As the programme moved into its operational delivery phase, the recommendations asked members of the Panel to note the progress of the Integrated Hubs and Early Learning Programme and to support its transition into an operational delivery phase, with appropriate governance and performance monitoring.

At the close of the presentation, questions and comments were invited from Committee Members, with the following issues being covered:

- In response to questions in relation to safety and support for volunteers, it was explained that volunteers were supported by a paid member of staff and were guided by established policies and training.
- In relation to the opening hours of the ten hubs, it was noted that opening hours had been informed by public consultation, resulting in a range of operating hours across the hubs based on the needs of that locality.
- In relation to raising awareness of the activities and services offered by libraries, it was advised that work was ongoing to raise awareness, including through an expanded social media campaign.
- In relation to how effectiveness was measured, particularly for vulnerable people, it was highlighted that previously support had not always been specialised and

## Overview and Scrutiny Management Committee - 13 February 2026

often relied on signposting, and there was no baseline demand data. The current model had been built to work with the strengths and capacity within communities by widening access to support and helping residents navigate systems. Libraries provided approachable community spaces that enabled follow-up. It was also explained that data development work continued, with enquiry patterns showing the hubs were able to absorb current demand. A holistic approach had been taken to provide wrap-around support, whilst also enabling people to become more self-sufficient over time.

- In relation to signposting and upskilling staff to enhance the quality of support and advice, it was explained that a development pathway had been co-produced with staff and partner services to ensure consistent support across all ten hubs. Staff development across all roles aimed to ensure strong knowledge of wrap-around services. It was also noted that though the library staff were positioned to enable access to information, rather than providers of specialist advice, social prescribing link-workers and other services were also based in some libraries, delivering regular clinics to offer specialist support where required. This approach enabled each hub to be increasingly tailored to the needs of its specific local community. It was important that, as part of this work, any unmet demand was recognised and part of the data development agenda, was around flagging and sharing emerging issues with services and partners to inform support provision.
- In relation to the position of other libraries, it was explained that as the programme transitioned into business-as-usual, community needs would continue to be assessed through needs assessments and conversations with partners. Consideration of the staffing resources and the physical environment would be considered as part of this process, each library aimed to provide a vibrant, safe community space offering a wide range of activity.
- No formal feedback process had been undertaken with staff and volunteers at this point, but informal sessions had been undertaken during the development process.
- It was confirmed that the model included the use of the libraries as a base for clinics on particular issues such as benefits advice informed by the needs of the local community.
- In relation to promotion within schools, it was confirmed that engagement work was taking place with younger children. The services was also a strong advocate for work experience opportunities to engage high-school age children.
- The Portfolio Holder and the officers were thanked for the report and the engagement with scrutiny welcomed.
- Appreciation was expressed for the staff and volunteers and the added value they contributed.

It was noted that, following the meeting, the Committee was to undertake a visit to the Huddersfield Library Hub.

**RESOLVED** –That progress made on the Integrated Hubs and Early Learning Programme be noted and the planned roll-out be supported, recognising that the programme is now moving into its operational delivery phase, where ongoing monitoring will be managed through established performance and governance frameworks, as well as continuing to inform the customer and access programme of work.

### 72 Member Development Framework

The Committee considered a report, which set out the detail of the draft Member Development Framework, presented by Leigh Webb, Head of Governance. Samantha Lawson, Service Director, Legal, Governance and Commissioning and Deborah Nicholson, Councillor Support and Liaison Manager were also in attendance.

Councillor Nosheen Dad, Portfolio Holder for Adult Social Care and Corporate was in attendance and expressed thanks to officers for producing the framework, highlighting the importance of engagement on the proposals, including with this Committee.

The framework sought to support the development of all Councillors, providing them with the skills and knowledge to carry out their roles effectively and deliver the Council's strategic priorities. The Committee was invited to provide feedback in advance of it being submitted to Council for approval.

The presentation explained that:

- The framework built upon and enhanced the work already undertaken to support Councillors.
- The Corporate Peer Challenge had recommended continued work on strengthening governance, including clearer reports, Member development programmes and Councillor behaviours.
- Officers, Cabinet, OSMC, and Group Leaders had provided feedback, which supported an improved Councillor training and development offer and emphasised the need for Councillor involvement in shaping it.
- Feedback had highlighted the need to include mentoring, peer support, and consideration of making training mandatory for being on certain committees.
- The mandatory element was proposed to be expanded to the Appeals Panel and the Corporate Governance and Audit Committee.
- The importance of promoting and communicating the Councillor–Officer protocol to ensure consistent adherence.
- Opportunities to create ways for Councillors and frontline staff to build stronger working relationships had also been identified for further exploration.
- Meetings had taken place with all political Groups in August 2025, with additional input gathered from the Standards Committee and Independent Persons.
- Groups had been asked what they wanted to see in the development programme, how engagement and attendance could be improved, and how monitoring and reporting should take place.
- The approach was intended to be fluid to ensure that the support was developed according to Members' needs and feedback was encouraged as the programme developed.
- All feedback would be incorporated into the final Councillor Development Framework.
- The framework was scheduled to be taken to Council on 11 March 2026 for approval with a planned launch at the 2026 Councillor Induction.
- It was emphasised that attendance was encouraged from experienced Councillors as well as those new to the role.

## Overview and Scrutiny Management Committee - 13 February 2026

- Ongoing development of the training and development programme would then continue after the initial launch.

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

- All Group Leaders and their deputies had been invited to contribute, and contact had been made with independent Councillors, the framework had also been considered by the Standards Committee and a meeting of Group Business Managers. It was noted that the final decision would be taken by Council, giving all 69 Members the opportunity to be sighted on the framework and to provide input.
- The view was expressed that engagement via Group Business Managers and Leaders may not reflect a true picture of Members' development needs, and it was recommended that officers engage with all 69 Councillors prior to finalising the framework. This was taken on board. Suggestions for doing so included use of an anonymous form, sending an email to all Members, or offering drop-in opportunities.
- The proposed approach was welcomed as it was considered it would be helpful, particularly for new Members. The proposal to hold weekend sessions was also a good idea.
- In response to concern in relation to Member attendance at committee meetings, it was advised that attendance was monitored, with informal follow-up undertaken where patterns emerged. The role of Group Business Managers in supporting and encouraging attendance was highlighted and it was further noted that six months of non-attendance would result in a formal process which may result in the individual ceasing to be a Councillor.
- In response to a question in relation to the potential to include information on the purpose and remit of committees within the induction, it was advised that information on committees was provided, but that it was important to deliver the right level of information at the right time to avoid overwhelming new Members. Inductions would therefore start with the basics and essential information from day one, followed by structured sessions offering more detailed guidance where necessary. The role of Governance Officers in supporting committee-related knowledge was noted, and it was confirmed that more experienced Councillors would be involved in some of the training sessions.
- In relation to supporting Member development needs, it was reported that the introduction of a Member Development Champion was being considered, noting that while Group Business Managers may be best placed to undertake this role in some circumstances, that this would vary by group.
- In respect of engaging with Members who may be reluctant to participate in training, these concerns were acknowledged and the importance of supporting realistic expectations of the role and the services provided to Councillors was noted. The Member–Officer Protocol was important in terms of behaviour and the aim was to provide scenarios and examples to support improved understanding.
- It was noted that the Local Government Association (LGA) could provide peer support which could be helpful.

## Overview and Scrutiny Management Committee - 13 February 2026

- In response to questions about monitoring and review of the framework, Councillor Dad advised that the framework would remain flexible, with updates made as recommendations and feedback were received.
- In relation to the allocation of committee places, it was noted that Group Business Managers were responsible for this. It was suggested that alignment with Members' interests or preference may support more engaged committee memberships.

The Committee noted the report and expressed their appreciation for the opportunity for engagement.

### **RESOLVED –**

That the feedback from the Committee be used to inform the final document prior to submission to Council for approval.

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

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

## NOTES

### Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

## ITEM 6

Please click on the links below to access the relevant Cabinet report and Appendices.

[Corporate Financial Monitoring Q3 Cover Report 2025-2026](#)

[Corporate Financial Monitoring Report - Quarter 3 - Appendix 1](#)

[Corporate Financial Monitoring - Quarter 3 - Appendix 2](#)

[Corporate Financial Monitoring Quarter 3 - Appendix 3](#)

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# Agenda Item 8

## ITEM 8

Please click on the links below to access the relevant Cabinet report and Appendices.

[Corporate Risk Cover Report - Quarter 3 - 2025-2026](#)

[Corporate Risk Report - Quarter 3 - 2025-2026](#)

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## ITEM 7

Please click on the links below to access the relevant Cabinet report and Appendices.

[Council Plan and Performance Update - Quarter 3 Cover Report - 2025-2026](#)

[Council Plan and Performance Update Report - Quarter 3 - 2025-2026](#)

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**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 Officer**

<b>FULL PANEL DISCUSSION</b>		
<b>THEME / ISSUE</b>	<b>APPROACH / AREAS OF FOCUS</b>	<b>OUTCOMES / ACTIONS</b>
1. <b>Leader's Priorities 2025/26</b>	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"> <li>- 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.</li> <li>- the Committee receive an update in respect of cyber security.</li> </ul> <p>Informal meetings with the Chair and the Leader take place throughout the year.</p>
2. <b>Finance Portfolio Holder's Priorities 2025/26</b>	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. <b>Corporate Portfolio Holder’s Priorities 2025/26</b></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"> <li>- An item in respect of the replacement of the Household Support Fund be placed on the Committee’s Work Programme.</li> <li>- A visit be organised to see the work being undertaken by Project Search. <i>(This took place on 7<sup>th</sup> November)</i></li> </ul> <p>Informal meetings with the Chair and the Portfolio Holder take place throughout the year.</p>
<p>4. <b>Corporate Financial Management</b></p>	<p>To provide oversight of:</p> <ul style="list-style-type: none"> <li>• Quarterly Corporate Financial Monitoring Reports</li> <li>• Medium Term Financial Strategy</li> <li>• Budget 2026/27 - Pre-Decision Scrutiny</li> </ul>	<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>                  (i) 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’</p>

(ii) Medium-Term Financial Strategy:

A presentation was given on the MTFS further to its consideration at Cabinet on 9<sup>th</sup> September and prior to its submission to Council on 17<sup>th</sup> September.

The MTFS set out the financial framework for the Council's budget planning for 2026/27 to 2030/31.

It was noted that the Government response to the Fair Funding Review was awaited and may impact on the figures.

Members discussed the position in relation to the Council's contributions to the West Yorkshire Pension Fund and the ongoing consultation.

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.

5 December 2025

Update report on Quarter 2 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'

Questions were put in respect of the work being undertaken to address numbers of external placement for looked after children; addressing the budget pressures of rising demand in adult health and children's services; and the level of reserves.

16 January 2026 –

The Committee gave consideration to the budget proposals for 2026/27 in advance of consideration by Cabinet and Council.

All Members of Council were invited to attend and contribute.

The meeting included:

- Introduction to the Budget by the Leader and the Chief Executive

- Presentation from the Finance Portfolio Holder and the Service Director - Finance
- Each Cabinet Member then provided an overview of the key pressures and savings for their directorate, including capital expenditure, supported by the relevant Executive Director, followed in each case by the opportunity for the Committee to ask questions/comment:
  - Adults & Health Directorate
  - Children & Families Directorate
  - Place Directorate, including the Housing Revenue Account
  - Corporate Directorate

The Committee:

- welcomed the opportunity for pre-decision scrutiny of the budget.
- Thanked the other Members of Council for attending the meeting and for their contributions to the debate
- Recommended that the feedback provided be considered in taking the budget forward and be reported to Cabinet and Council at the meetings where the final decisions are taken.

The comments of the Committee were recorded within the report submitted to the Council, when it considered its budget for 2026/27, on 25<sup>th</sup> February 2026.

27 March 2026

Quarter 3 report

The Chair is briefed by the Service Director, Finance on a regular basis throughout the year.

<p>5. <b>Corporate Performance</b></p>	<p>To provide oversight of the Quarterly Performance Management Reports</p>	<p><u>11 July 2025</u>                  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.                  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.                  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>                  Update report on Quarter 2 2025/26 and report in respect of the transformation priorities.                  The Committee discussed levels of sickness absence, monitoring and measures to address this issue; welcomed the improvement in terms of EHCPs and stressed that it was important that this continued; and whether the performance indicators were able to demonstrate impact on resident’s quality of life.</p> <p><u>27 March 2026</u>                  Quarter 3 report</p>
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<p>6. <b>Corporate Risk</b></p>	<p>To provide oversight of the Quarterly Corporate Risk Reports</p>	<p><u>11 July 2025</u>                      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>                      Update report on Quarter 1 2025/26.                      The Committee was advised:                      There had been minimal change since the last quarterly report. Of the amendments to the risks on the register including those added and removed.                      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>                      Update report on Quarter 2 2025/26.                      It was explained that the position was stable.</p> <p><u>27 March 2026</u>                      Quarter 3 report</p>
<p>7. <b>Council Plan</b></p>	<p>Pre-decision scrutiny in respect of the latest version of the Council Plan</p>	<p><u>5 December 2025</u>                      The Committee received a presentation in respect of the key components of the next Council Plan for discussion and feedback.</p>

		<p>It was requested that the comments/feedback made by the Committee be considered in the further development of the Council Plan 2026-29; and the production of a Council Plan covering a 3- year period, as previously discussed with scrutiny, was welcomed.</p> <p>The Council Plan was submitted to Council on 25<sup>th</sup> February 2026 and approved for incorporation within the Council's Policy Framework.</p> <p>The Committee's feedback was set out in the report.</p> <p><u>16 January 2026</u></p> <p>An update was provided as part of the Committee's consideration of the budget proposals for 2026/27.</p>
<p><b>8. Transformation Priorities</b></p>	<ul style="list-style-type: none"> <li>• Bi-annual progress reports in respect of delivery of transformation projects and activities.</li> <li>• 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.</li> </ul>	<p><u>5 December 2025</u></p> <p>An update was provided, as part of Quarter 2 Performance Report, in relation to the range of programmes and initiatives designed to deliver the ambitions set out in the Council Plan. The governance arrangements included a dashboard with a RAG rating for each programme and Lead Members were invited to pick up on any areas of interest with their Panel.</p>
<p><b>9. Corporate Peer Challenge Action Plan</b></p>	<ul style="list-style-type: none"> <li>• Oversight of Action Plan Implementation.</li> </ul>	<p><u>11 July 2025</u></p> <p>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.</p> <p>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.</p>

		<p><u>5 December 2025</u></p> <p>The Committee received a report to update on progress in responding to the recommendations contained in the Local Government Association’s (LGA) Corporate Peer Challenge Report 2024, with reference to the progress review report produced by the LGA further in September 2025. The progress made against the actions was welcomed and it was requested that a final update be provided to Scrutiny in 2026/27.</p>
<p><b>10. Kirklees Communities Partnership Plan (Crime and Disorder) and Domestic Abuse Strategy</b></p>	<ul style="list-style-type: none"> <li>• Pre-decision scrutiny of the refresh of the Kirklees Communities Partnership Plan, in accordance with statutory requirement under Section 19 of the Police and Justice Act 2006.</li> </ul>	<p><u>27 February 2026</u></p> <p>The Committee considered a report which provided:</p> <ul style="list-style-type: none"> <li>- A high-level overview of the 2025 Strategic Intelligence Assessment (SIA) and an outline of the proposed Communities' Plan priorities for 2026/7-29.</li> <li>- An outline of an approach to develop the new Safer Kirklees Community Safety Plan (CSP) for 2026/7 –29, that will be written following the Committee’s feedback on the headline areas.</li> </ul> <p>A discussion also took place in respect of the issue of the misuse of fireworks in Kirklees and the multi-agency approach, in response to the motion of Council on 17<sup>th</sup> December 2025.</p> <p>The Committee:</p> <ul style="list-style-type: none"> <li>• Endorsed the Community Safety Partnership ‘high focus priority areas’ and the 'continue to monitor work areas’ which would be shaped in the new CSP plan with clear delivery plans.</li> <li>• Endorses the cross-cutting themes (as set out in Appendix 1) to explore further and as areas to discuss with wider safeguarding partnerships.</li> <li>• Endorsed the approach to working with Councillors.</li> </ul>

		<ul style="list-style-type: none"> <li>• Noted that:             <ul style="list-style-type: none"> <li>- The Community Safety Partnership would mobilise Community Safety Plan development phase stakeholders (commencing in March 2026 to end of Summer 2026)</li> <li>- Progress to strengthen place-based and Town Centre working will take place March 2026 onwards</li> <li>- The annual Community Safety Partnership Report on progress.</li> <li>- The CSP will share the CSP Plan, with clear actions for 2026/7-29, with the Committee later in 2026</li> </ul> </li> </ul>
<p><b>11. Government Policy / Legislation</b></p>	<p>To maintain an overview of potential and forthcoming changes relevant to local government and to consider the potential impact on the Council at an early stage, with specific focus on any changes in respect of financial settlements and the approach to funding.</p>	<p>Briefing notes provided to Committee members in advance of the meetings in June, September, December 2025 and March 2026.</p>
<p><b>12. Customer Service</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Raising awareness of, and the role of wider services and partners in promoting, the integrated hubs</li> <li>• How the service works with volunteers and how they are supported to build on their particular areas of interest.</li> </ul> <p>(Including a visit to the Huddersfield Centre)</p>	<p><u>13 February 2026</u>            The Committee considered a report in relation to early learning from the ten integrated Library Hubs across Kirklees and how this was informing the future development of the service model.            It was resolved that:            That progress made on the Integrated Hubs and Early Learning Programme be noted and the planned roll-out be supported, recognising that the programme is now moving into its operational delivery phase, where ongoing monitoring will be managed through established performance and governance frameworks, as well as continuing to inform the customer and access programme of work.</p>

<p><b>13. Corporate Safeguarding Plan</b></p>	<ul style="list-style-type: none"> <li>Update report on progress further to the Organisational Safeguarding Assessment in 2025</li> </ul>	<p><u>14 November 2025</u></p> <p>A report was provided which provided an overview of the 2025 Statutory Organisational Safeguarding Assessment (OSA). The Committee agreed that:</p> <ul style="list-style-type: none"> <li>The OSA 2025 and the Corporate Safeguarding Action Plan be endorsed.</li> <li>The work being undertaken to strengthen safeguarding across all services be welcomed.</li> <li>It be noted that the OSA 2025 would be submitted for consideration by the Kirklees Safeguarding Children’s Partnership.</li> <li>It be noted that the Corporate Safeguarding Action Plan would be reviewed by the Corporate Safeguarding Oversight Group, with the aim of continuously improving safeguarding practice across the Council.</li> </ul>
<p><b>14. Tourism Strategy</b></p>	<p>Pre-Decision Scrutiny of New Strategy (3 Year strategy)</p>	<p><u>14 November 2025</u></p> <p>The Committee was updated in respect of the development of the Council’s Tourism Strategy. The Committee: Welcomed the consideration given to the input of scrutiny in the development of the latest version of the strategy. Supported the principles and objectives of the Tourism Strategy and Noted that the final strategy would be submitted to Cabinet for approval within the next few months.</p> <p>The Strategy was adopted by Cabinet on 13 January 2026. The feedback provided by Scrutiny, in February and November 2025, was set out in the report.</p>

<p><b>15. Procurement Strategy</b></p>	<p>Update and Introduction of Ethical Procurement Policy and Ethical Code of Conduct for Suppliers</p>	<p><u>14 November 2025</u>                  The Committee considered a report which provided an overview of proposed updates to the Procurement Strategy and outlined the proposal to introduce an Ethical Procurement Policy and Ethical Code of Conduct for Suppliers.                  The Committee noted:</p> <ul style="list-style-type: none"> <li>• That the updates to the Procurement Strategy and the proposals for the implementation of an Ethical Procurement Policy and Code of Conduct for Suppliers would be submitted to Cabinet for approval on 2<sup>nd</sup> December 2025.</li> <li>• That the Council’s current procurement approach was in line with that of other local authorities and would continue to be regularly reviewed and as and when further government guidance was received.</li> </ul> <p>It also welcomed the work being undertaken to increase the amount of Kirklees spend going to local businesses.</p>
<p><b>16. Communications Strategy and Business Plan</b></p>	<p>Update on activity</p>	<p><u>11 July 2025 – Informal</u>                  Members received an update in relation to the Comms Strategy and Business Plan which included information in respect of:</p> <ul style="list-style-type: none"> <li>• The development of the mission, to focus on helping Kirklees residents understand, access and have confidence in council services.</li> <li>• The priority ongoing campaigns and alignment with the Council’s priorities and outcomes.</li> <li>• Performance data evaluation and insights.</li> <li>• The ongoing objectives in respect of day-to-day proactive communications.</li> </ul> <p>Members made comments and suggestions to be taken on board for future practice.</p>

<p><b>17. Devolution</b></p>	<p>Update in respect of devolution and the impact on Kirklees and engagement at regional level.</p>	<p><u>12 September 2025</u></p> <p>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 .</p>
<p><b>18. Physical Activity in Kirklees – Next Steps</b></p>	<p>Recommendation from Cabinet (21/10/25) for Scrutiny to be engaged ahead of, and throughout, the next steps of the process.</p>	<p><u>14 November 2025</u></p> <p>A report was presented in respect of proposals to develop a new sport and leisure facility in Dewsbury and to support wider improvement of physical activity levels in North Kirklees. The Committee resolved:</p> <ul style="list-style-type: none"> <li>• That the engagement with scrutiny and ward councillors at an early stage of the process be welcomed.</li> <li>• That it be noted that an independent options appraisal and feasibility study for the provision of a new sport and leisure facility for Dewsbury are to be progressed and it be requested that regular updates be brought to the Committee, to include the work being proposed, alongside partners, to supplement existing provision to support people across North Kirklees to be more active.</li> <li>• That it be recommended that a clear timeline be established, as a priority, to ensure that all interested parties are kept informed.</li> <li>• That it be recommended that the Committee’s feedback be considered in the commissioning process for the options appraisal.</li> <li>• That the Committee’s comments in relation to the potential outreach work be considered in the further development of these proposals.</li> </ul>

<p><b>19. Member Development Framework</b></p>	<p>Pre-decision scrutiny prior to submission to Council</p>	<p><u>13 February 2025</u></p> <p>The Committee considered a report, which set out the detail of the draft Member Development Framework. The framework sought to support the development of all Councillors, providing them with the skills and knowledge to carry out their roles effectively and deliver the Council’s strategic priorities. The Committee was invited to provide feedback in advance of it being submitted to Council for approval.</p> <p>It was resolved that the feedback from the Committee be used to inform the final document prior to submission to Council for approval.</p> <p>The framework was submitted to Council on 11<sup>th</sup> March 2026 and approved. The feedback from the Committee was included within the report.</p>
<p><b>20. Scrutiny Work Programmes</b></p>	<p>Maintain an overview of the Work Programmes of the four Panels:</p> <ul style="list-style-type: none"> <li>• Children’s</li> <li>• Environment and Climate</li> <li>• Growth and Regeneration</li> <li>• Health and Adult Social Care</li> </ul>	<p>The Chair of Scrutiny introduced the Committee’s Work Programme for 2025/26 at the meeting in July 2025 and each Lead Member gave an overview of their Panel’s Work Programme.</p> <p>The Work Programmes for 2025/26 were approved.</p> <p>Updates are provided by the Lead Members at each meeting of the Committee.</p>

LEAD MEMBER BRIEFING ISSUES		
THEME/ISSUE	APPROACH / AREAS OF FOCUS	NOTES
People Strategy	<ul style="list-style-type: none"> <li>• Progress Update Phase 3/4</li> <li>• Pre-decision of revised strategy 2025 onwards</li> </ul>	<p>Briefing 28/11/25 covering the following:</p> <ul style="list-style-type: none"> <li>• Broad update including detail on Phase 4 projects.</li> <li>• Focus on recruitment and retention and workforce planning including: <ul style="list-style-type: none"> <li>- Hard to fill roles and the approach to address this challenge; early career initiatives, apprenticeships; career engagement.</li> <li>- Questions answered in respect of roles in planning, audit and information governance.</li> <li>- The recruitment approach including participation in two LGA initiatives and testing alternative models to target potential candidates.</li> </ul> </li> </ul> <p>Outcome: People Strategy update to be added to the OSMC Work Programme for Autumn 2026.</p>
Armed Forces Covenant	Progress Update	Update provided to Committee on 25/7/25