

Public Document Pack



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

Julie Muscroft

The Democracy Service
Civic Centre 3
High Street
Huddersfield
HD1 2TG

Tel: 01484 221000

Please ask for: Alaina McGlade

Email: alaina.mcglade@kirklees.gov.uk

Tuesday 7 November 2017

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **9.00 am** on **Wednesday 15 November 2017**.

This meeting will be webcast live and will be available to view via the Council's website.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Corporate Scrutiny Panel members are:-

Member

Councillor Gulfam Asif (Chair)

Councillor James Homewood

Councillor Mussarat Pervaiz

Councillor Hilary Richards

Councillor John Taylor

Councillor Carole Pattison

Philip Chaloner (Co-Optee)

Linda Summers (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

	Pages
1: Interests	1 - 2
<p>The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.</p> <hr/>	
2: Admission of the Public	
<p>Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.</p> <hr/>	
3: Asset Transfer Policy	3 - 12
<p>The Panel will receive information on the Community Assets Transfer Policy.</p> <p>Contact: Joe Tingle, Strategic Lead Assets and Capital Tel: 01484-221000</p> <hr/>	
4: Transformation Programme	13 - 24
<p>The Panel will receive information on the Council's Transformation Programme.</p> <p>Contact: Michelle Nuttall, Head of Transformation Tel: 01484-221000</p> <hr/>	
5: Work Programme	25 - 30
<p>The Panel will review its work programme for 2017/18 and consider its forward agenda plan.</p> <p>Contact: Alaina McGlade, Governance Officer Tel: 01484 220100</p> <hr/>	

6: Date of Next Meeting

The date of the next meeting will be on the 13 December 2017.

KIRKLEES COUNCIL					
COUNCIL/CABINET/COMMITTEE MEETINGS ETC					
DECLARATION OF INTERESTS					
Corporate Scrutiny Panel					
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.

Corporate Scrutiny Panel Community Asset Transfer Policy

1. Introduction

Kirklees Council has an Asset Transfer Policy that was approved by Cabinet in March 2017, following consultation with Asset Liaison Group (All party working group), portfolio holders ward members, and senior offices.

The March 2017 Policy superseded the Asset Advancement Policy 2013.

2. Background

Asset Transfer is not a statutory requirement of the council however in processing Asset Transfer requests the Council must comply with the European Commission's State Aid Rules.

A Community Asset Transfer is defined in the policy as the transference of ownership or management of a council owned building or land to a Community Organisation by means of either a long term lease (above 25 years) or freehold transfer, at less than best consideration, to further local social, economic and environmental objectives.

Transferring assets to community organisations can unlock community enterprise, encourage volunteer commitment, help utilise local intelligence and allow organisations to attract capital investment not available to the public sector.

Asset Transfer also has the potential to benefit the people and communities of Kirklees by creating the opportunity for strong vibrant communities and enhancing Social Value.

Asset Transfer also has benefits for the council including empowering communities, and the potential to reduce the demand for council run services as well the reduction in real estate costs.

3. Current Position

Community organisations are defined in the policy as voluntary and community organisations who are representative of the community, have aims and objectives of the voluntary and community sector, have the capacity to manage a community space and provide social value and contribute to the council priorities. Town and Parish Councils and schools can also apply, the sustainability of the Community Organisation will be assessed as part of the application and business case process.

Single interest groups with restricted membership will not be considered, but the council will offer support to all groups. Expressions of Interests from Social Enterprises with share capital, commercial or privately owned organisations will not be accepted.

Assets that may be considered for transfer include Community Buildings, Public Halls, Park Land, Woodland and public access buildings.

The type of assets the council may not consider for transfer include but are not limited to, strategic development sites in the Local Plan, strategic and commercial assets.

4. Transfers to date

Fourteen transfers have completed to date a further seven have been approved by Cabinet and are progressing to legal completion, with six at detailed business case stage and further twelve initial expressions of interest submitted.

Each transfer is unique to some extent and the complexity of the transfer and capacity of the groups drive the speed of completion. On average a transfer can take between 10 and 12 months, support is available from offices in the Estates team, community support and Locality who are independent provider of professional advice to community organisations.

There are two scenarios for asset transfer either initiated by the group or advertised by the council for open expressions of interest, both require an outline business case.

5. Funding

The 2017 Policy introduced financial support for groups at various stages of the transfer:

- Following a successful expression of interest community organisations can apply for a one off grant of £5,000 to pay for feasibility works, develop the detailed business case and legal or professional fees.
- On submission of the final business case groups can apply for up to 15% of the average two years running costs, this is only be approved on final agreement.
- If the community organisation plan to apply for external capital funding they can apply for a match funding loan of up to £100,000 from the council to support for example a heritage lottery grant.

6. Decision Making Process

Following the receipt of an expression of interest officers will assess the application in line with the policy and provide the necessary support or feedback.

If the application is recommended to progresses to a detailed business case stage then a briefing note for Place Senior Leadership Team for feedback and approval will be provided, prior to portfolio holder briefings.

If approved the group will progress to full business case and support will be provided by the council.

If a detailed business cases is recommended by officers it will follow the same process with the ultimate decision making power for each transfer being with Cabinet.

Regular updates are provided to portfolio holders and Asset Liaison Group who meet bi monthly and review the progress on the asset transfer tracker.

Joe Tingle

Strategic Lead Assets and Capital

6th Oct 2017



Community Asset Transfer Policy

March 2017

Contents

	Page
Introduction	2
Background	2
Benefits	2
Definitions	3
Who Can Apply	3
What Assets will the Council Consider for a Community Asset Transfer	4
The Basis of Transfer	4
Application Process and Support	5
Assessment of Application Form and Final Business Case	5
Decision Making Process	6
Additional Support and Information	6

Contact Details

Corporate Landlord

01484 226024

corporate.landlord@kirklees.gov.uk

Introduction

Kirklees Council adopted an Asset Advancement Policy in 2013, the policy enabled Community Organisations to Asset Transfer Council Assets to allow for the continuity of the asset and have a positive impact on the local and wider community.

This 2017 policy builds upon and supersedes the original policy and is now named Community Asset Transfer Policy.

The policy supports Kirklees Council's vision for New Council by:

- Connecting ideas, people and resources across boundaries of all kinds, supporting communities to harness and build their strengths
- Creating trust and synergy between institutions, businesses and citizens in Kirklees

The policy sets out how Community Asset Transfers will work within Kirklees Council, it outlines which assets the Council would consider for transfer and the type of transfer that will be offered. Community Asset Transfer is not an automatic right like some of the recent legislation i.e. Community Right to Bid (Assets of Community Value) but is a policy outlined by Central Government to guide Local Authorities on the use of their assets.

Whilst the Council is committed to the principle of releasing public assets to Community Organisations, the assets made available for Community Asset Transfer will be at the discretion of the Council and not all Council assets will be available. Moreover, the Council reserves the right to withdraw from the Community Asset Transfer process at any stage should suitable progress not be maintained.

Background

Kirklees Council has a long history of empowering communities in managing community assets. The Quirk Review (Community Management and Ownership of Public Assets) of 2007 brought about a fundamental change in the way that Local Authorities viewed ownership of Assets within their areas.

Community Asset Transfer involves transferring the ownership and/or management of land or buildings from a statutory body to a Community Organisation at less than best/nil consideration – that is, at less than its full market value – in order to further local social, economic and/or environmental objectives. The transfer can be either leasehold or freehold.

Transferring an asset to a Community Organisation on long leasehold or freehold transfer can unlock community enterprise, encourage volunteer commitment, help utilise local intelligence, and allow these organisations to attract the necessary capital investment to create a thriving community.

Benefits to the People of Kirklees

There can be many benefits derived through community ownership of a public asset transferred to them, usually an increase in opportunities for the community and better, more responsive services that engage with and empower local people. Additional benefits include increased local pride and ownership. This can attract new investment, reinvigorate the local economy, deliver significant positive outcomes for communities empowering them to become more self-sufficient, promote independence and help to create and maintain sustainable thriving centres. Social Value is about using the resources e.g. assets we have more strategically, to produce a wider benefit than would otherwise have been achieved from a typical disposal.

Benefits to the Community Organisation

Transferring the ownership of a public asset to a Community Organisation can strengthen the organisations' confidence and community ties. Having an asset on an organisation's balance sheet helps attract finance and

gives the organisation a strong base for sustainability. It can also raise the profile of the organisation and improve credibility with local people and stakeholders. The organisation may have access to external grants (for building refurbishment or to support staff training and development) that are not available to the Council. Ownership of a physical asset can also provide sustainable income generation opportunities and help organisations achieve greater financial stability and escape short term grant dependency.

Benefits to the Council

Community Asset transfer links to the Councils journey towards New Council and supports the Councils vision of supporting communities to do more for themselves and each other. It promotes economic resilience on a localised basis and aligns to the Councils objective of focusing only on things that the Council can do and enables the Council to achieve its Asset Reduction Ambitions.

Definitions

A Community Asset Transfer for the purpose of this policy is defined as:

- The transference of ownership or management of a council owned building or area of land to a Community Organisation by means of either a long term lease or freehold transfer to the interested Community Organisation at less than best consideration, to further local social, economic and/or environmental objectives.
- Short term leases (25 years or below), at less than best consideration, to further local social, economic and/or environmental objectives are not considered within this policy.

A Community Organisation for the purpose of this report can be one of the following:

- Voluntary and Community Organisations who are representative of the community, are asset locked (so the asset cannot be disposed of except to another community/charity organisation), have aims and objectives of the voluntary and community sector, have the capacity to manage a community space and provide social value and contribute to Council priorities.
- Town and Parish Councils
- Schools

The suitability of a Community Organisation and its governance arrangements will be assessed as part of the Assessment of Application Form and Business Case stage.

Who Can Apply

Community Organisation as outlined above can apply for a Community Asset Transfer.

The Council may prioritise expressions of interest from organisations such as Town and Parish Councils because of the advantages of their current governance arrangements and community representation i.e. democratically elected.

Expressions of interest from single interest groups e.g. where a groups membership is not open to all in the community to join and/or all members of the community are not able to access the community asset, will not be accepted but the Council will work with the group to develop a more inclusive organisation.

Please Note: Expressions of interest from Social Enterprises with share capital, commercial or privately owned organisations will not be accepted.

What Assets will the Council Consider for Community Asset Transfer?

The assets made available for Community Asset Transfer will be at the discretion of the Council but may include the following:

- Community Buildings
- Public Halls
- Park Land
- Woodland
- Public Service Buildings – e.g. Libraries, Children's Centres, Museums

The types of assets the Council may not consider for Community Asset Transfer include, but are not limited to:

- Sites identified in the Local Plan for uses such as Employment and Housing
- Strategic Assets such as Office Accommodation Hubs and Town Halls

The Basis of Transfer

For the purpose of this policy, a Community Asset Transfer has two forms:

- Freehold Transfer – a freehold transfer of an asset would mean the entire ownership of an asset would transfer from the Council to the Community Organisation. Normally, covenants (restrictions) will ensure that it cannot be used for any other purpose than community use (and the ancillary business use that is permitted as described below)
- Long Term Lease - a leasehold transfer will give the Community Organisation the right to use the asset property for the duration of the lease. A lease can run for any period, but for the purposes of this policy typically, a 99 or 125 year lease will be issued. This option may be considered if, for example, the asset and/or site is shared, Council or otherwise, and if the Council feels that restrictive covenants may not provide sufficient protection for the future use of an Asset.

The terms for each transfer will be negotiated on its own merits. The Council would normally transfer the asset for nil consideration; however, the Community Organisation will be wholly responsible for the asset unless it's situated on a shared site, in which case a lease with a service charge arrangement may be more appropriate.

When an asset is transferred with a Council Service operating from it e.g. library or children's centre service, the Council will not pay a hosting fee i.e. rent or service charge for the continued use of the asset. The allocation of space for such services within an asset can be negotiated to ensure the viability of the organisations future plans and to align with the Councils objectives.

The Council recognises that in some cases there is a potential need for an element of commercial use within a community asset in order for a successful business model. Each business case will be assessed individually and a report brought forward to Cabinet for consideration.

All disposals of land and buildings need to comply with European Commission's State Aid Rules whilst applicable, however, in most cases the State Aid Rules will not be applicable.

Application Process and Support

There are 2 possible triggers that can start the Community Asset Transfer process:

1. Community Initiated Transfer – where the Council receives a direct approach for an asset from a Community Organisation.
2. Council Initiated Transfer – where through a review of a service or identification of surplus assets, the Council decides that its preferred delivery model includes the transfer of assets to a Community Organisation and will therefore invite expressions of interest from third parties.

Both triggers will require an initial expression of interest and an outline business case to be completed.

Following a successful assessment of the expression of interest and if the asset is available for transfer the organisation will be notified and asked to bring forward an application and final business case. Support will be offered and tailored to suit the Community Organisations needs where development of the organisation and/or final business case is required e.g. Officer support to develop the business case and governance as required, and a grant of up to £5,000 to assist groups with pre-feasibility and/or legal costs.

At application and final business case stage a grant of up to 15% of the average of the previous two years Council revenue running costs (typically building costs, but not staffing, service delivery or capital investment costs) can be applied for via the Final Business Case.

At the same stage if the Community Organisation expect to apply for capital grant funding from an external organisation which requires matched funding e.g. lottery funding, the Community Organisation can apply to the Council for a loan facility to cover part or all of the match funding up to a maximum of £100,000

It would be an expectation that the grant or loan would be built into the Final Business Case and therefore will be assessed in preparation for a report being taken to Cabinet and if approved will be processed following the Cabinet decision and upon legal completion of the Asset Transfer.

Expression of Interest and Outline Business Case, Application Form and Process Flow Chart are available on the Council Website.

Whilst the Council will normally prioritise expressions of interest from organisations such as Town and Parish Councils because of the advantages of their governance arrangements and community representation i.e. democratically elected, support from the Council e.g. loan facility and grants will not normally be offered because of the alternative options open to Town and Parish Councils e.g. ability to raise precept, which aren't available to other Community Organisations.

Similarly, applications from schools may be prioritised, however due to school funding arrangements financial support from the Council e.g. loan facility and grants will not normally be offered.

Assessment of Application Form and Final Business Case

An assessment of the application form and final business case will be undertaken by the Council and Partner/s. The assessment looks at 3 main areas:

- The Organisation and Impact on the Community
- The Asset
- Business Planning, Risk and Financial Assessment

The Asset Transfer Self-Assessment tool will be published on the Council website.

Decision Making Process

Following a successful assessment of the organisations application form and final business case, the request for Community Asset Transfer under the criteria within **The Basis of the Transfer** will be taken to Cabinet for consideration.

Kirklees have developed a Community Asset Transfer Process Flow Chart, (Appendix A) to enable Community Organisations to understand the overall process as well as the Decision Making Process.

Please Note: The Council is committed to the successful transfer of assets to a Community Organisation. In the event of two or more organisations expressing an interest in the same asset, the organisations will be encouraged to work together and submit a joint application, however, if one or more organisation will not agree to a joint application and none of the applicants are preferred partners, a report will be presented at Cabinet where a decision will be made.

Additional Support and Information

Additional information relating to Community Asset Transfer is available from the following sites:

Locality

<http://locality.org.uk/our-work/assets/>

Locality enables members to use assets to bring long term social, economic and environmental improvement to their local neighbourhoods.

They have the ability to offer assistance and guidance in Community Asset Transfer and have experience across the UK. The web information includes case studies, 2 of which are Kirklees Assets.

Funding

One benefit of Community Asset Transfer for a Community Organisation is the ability to draw down funding that is not available to the Council. The Open 4 Funding Kirklees webpage <http://www.open4funding.info/kirklees/> provides access to a comprehensive database of funding opportunities including government, lottery and other funding streams within Kirklees.

Community Asset Transfer Process Flow Chart



The above flow chart shows a basic process for an asset transfer.

Support is offered by the Council at all stages of the process to enable to work through each stage in more depth.

The process is complex and timescales are difficult to estimate as each transfer has its own issues to overcome and terms to agree. Realistic timescales for a transfer from start to completion could be 10-12 months, though, if there are complex legal issues it can take longer.

Corporate Scrutiny Committee: Transformation Programme

Overview

The Council's Transformation Programme is designed to:

- improve the Council's overall efficiency and effectiveness.
- support the delivery of £54m of savings in 2017/18.
- support the Council to achieve target outcomes for the Kirklees population.

The Transformation Programme is council-led, with additional, specialist support provided during 2017/18 by our Transformation Business Partner (Deloitte) in three specific areas: All Age Disability, Adult Care Offer and Procurement.

This short report outlines for the Scrutiny Committee:

- the scope of the Transformation Portfolio in 2017/18
- how progress is being monitored through strong programme assurance. Including:
 - financial monitoring
 - tracking key milestones
 - capturing non-cashable benefits
 - self-assessment.
- some of the lessons learned that could be applied elsewhere.

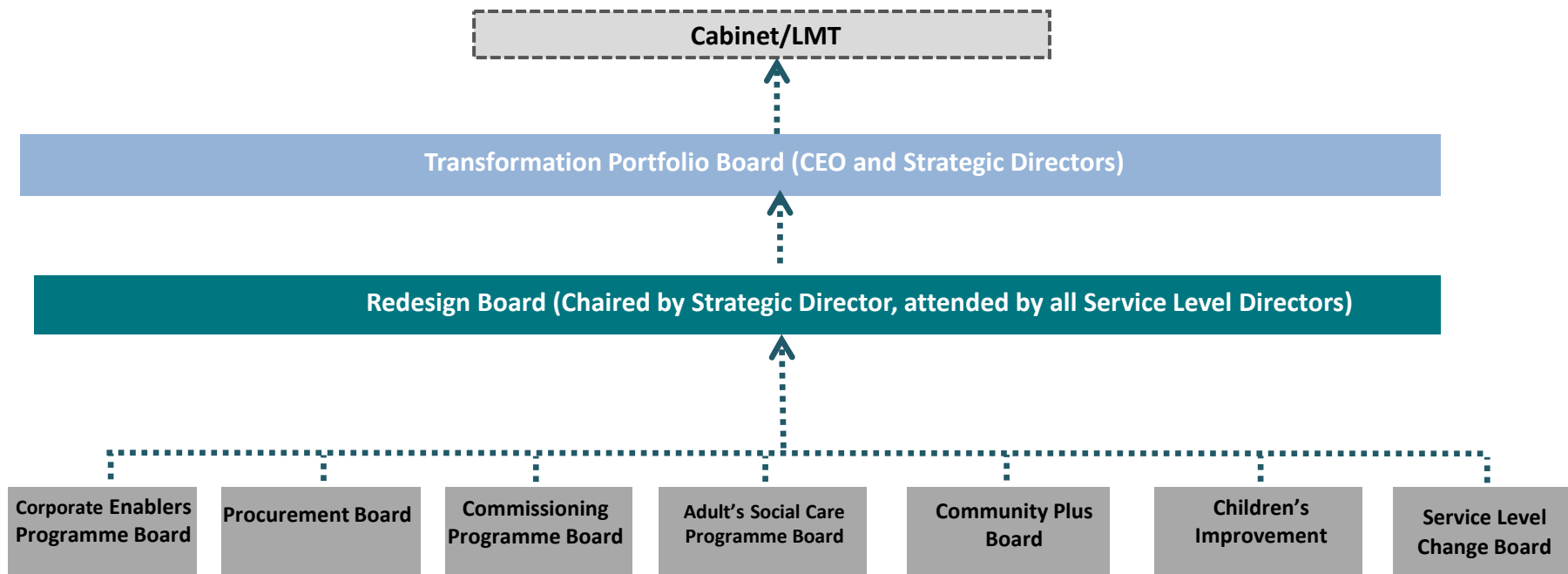
What does the programme include?

The Council has a very large and complex programme of transformation activity in place. All projects are intended to deliver cashable savings, improved outcomes or both.

Corporate Enablers		Commercialisation	Commissioning	Adult's Social Care		Community Plus	Children's Improvement
Business Intelligence	Procurement (with Deloitte)	Commercialisation	Sufficiency	All Age Disabilities (with Deloitte)	Adults Sufficiency	Implementation of Community Plus model	Children's Improvement
<ol style="list-style-type: none"> Roll-out a council-wide Business Intelligence programme 	<ol style="list-style-type: none"> Carry out detailed review of all commercial contracts to determine opportunities for renegotiation Enforce existing local procurement policy to include the reintroduction of a dynamic (council-wide) contracts register 	<ol style="list-style-type: none"> Enhance income generation from fees and charges Review statutory responsibilities for the Education System Reduce support to Schools Organisation, Planning & School Admissions Learning Services Trading 	<ol style="list-style-type: none"> Review support to early learning Reduce spend for independent sector homecare and older people's placements 	<ol style="list-style-type: none"> Increase direct payments take-up Embed independence-led assessments Increase the provision of supported living Develop a sustainable model for EYSEN service Review service providing activities for YPAT 	<ol style="list-style-type: none"> Increase Reablement capacity Complete implementation of best partnering proposals Complete redesign of Supporting People provision 	<ol style="list-style-type: none"> Implementing the Early Help Hubs Developing and implementing the Community Plus offer Local Area Co-ordination Integrated and partnership working with VCSE and third sector 	<ol style="list-style-type: none"> Implementation of the Improvement Plan agreed with DfE
Access to Services							
<ol style="list-style-type: none"> Implement council digital programmes for enhanced internal and external self service Implement Corporate Front Door and channel shift strategy New ways of working with corporate landlord service Re-shape Library and Information service 							
	Shared Services						
	<ol style="list-style-type: none"> Review shared service centre strategy, including HR processes Review SAP processes to reduce number of requisitioners 						
Implementation of Liquid Logic							
<ol style="list-style-type: none"> Scope of initiatives to be confirmed in conjunction with IT and Children's 							
	Mobile and Agile						
	<ol style="list-style-type: none"> Implement IT capability Strengthen organisational readiness for mobile and agile working Agree and implement vision for accommodation assets and mobile working policies 						
Organisation Development				Adults' Care Offer (with Deloitte)		Adults Commissioning	
<ol style="list-style-type: none"> Scope to be agreed and will include People Strategy and Workforce plan 				<ol style="list-style-type: none"> Establish a systematic review taskforce Embed strengths-based assessments for new Adults' service users Develop service user pathways for Adult Social Care 	<ol style="list-style-type: none"> Develop an integrated commissioning strategy Complete retendering of Care at Home Strengthen the RAS (resource allocation system) 		
						Adults' Front Door	
						<ol style="list-style-type: none"> Explore options to reconfigure the front door for Adults 	

How is the programme governed?

Strong governance has been put in place to oversee all of this activity, with clear delegated authority at each level.



Frequency of meetings:

Fortnightly: Programme Boards and Redesign Board

Monthly: Transformation Portfolio Board

17/18 benefits performance:

Monitoring cashable benefits at a portfolio level

The overarching savings associated with transformation are tracked monthly through the Council's Corporate Financial Monitoring processes. This is done to make sure there is a 'single version of the truth'. The monthly dashboard report is discussed by the Redesign Board and Transformation Portfolio Board.

At the end of Month 6, the transformation programme performance of the transformation programme was tracking as follows:

	Target	% forecast saving (end of year forecast)
Transformation Savings	£34m	91%
Service level changes	£20m	97%
Total savings anticipated	£54m	95%

17/18 benefits performance:

Monitoring savings at a project level

Adult Social Care

For some of our complex projects with high savings targets, we are also monitoring savings in detail at a project level. This is especially the case where corporate performance monitoring does not provide activity in enough detail to show how we are tracking against benefits targets. For example, the systematic review taskforces in adult social care are having performance monitored in detail on a weekly basis. We are tracking:

- Number of reviews undertaken
- £ savings identified
- £ of the saving that can be achieved within 17/18.

Procurement

We will also be tracking procurement savings in a similar way – for example, routinely comparing revised costs of temporary staff to our baselined costs to track the cashable benefits being achieved – and then taking remedial action where expected savings are not being delivered.

Non-cashable benefits

The cashable saving required from each project is understood and reported at a programme level into Redesign Board monthly. In addition, we are also developing non-cashable benefit profiles for each project, aligned to the Kirklees Outcomes Framework.

What difference is it making?

The wider benefits

I really like it! Brilliant!!

It's speeding up processes (at court, for example), I'm able to work quickly with partners – reducing process from 2 days to half an hour.

It's breaking down barriers. Young people are more willing to engage via tech (for example drawing family situations direct on a tablet).

Workload actually more manageable!

Not as much catching up on paperwork.



As well as financial savings and milestones – we are tracking non-cashable changes. For example, we are launching a survey for all early adopters of mobile and agile technology to test if anticipated benefits are being achieved.

17/18 benefits performance:

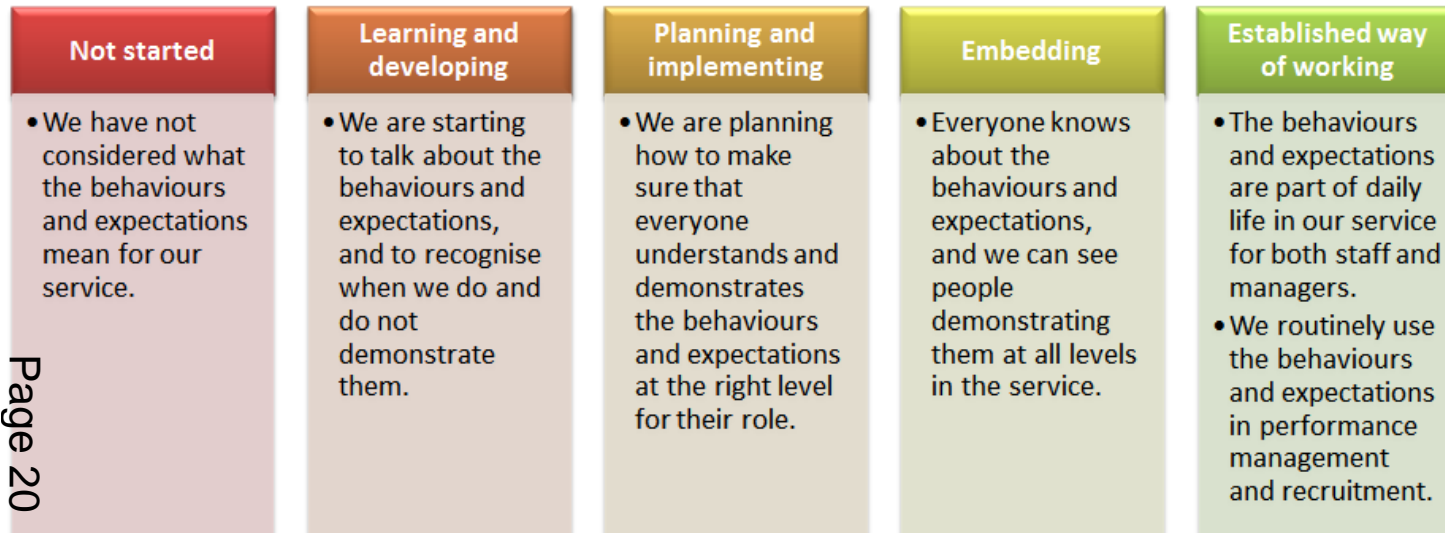
Transformation Self Assessment

We have recently asked all services who have delivered their savings in full to complete a self-assessment against criteria set out in the Council's Target Operating Model for Transformation. This has been done to:

- identify best practice across the authority,
- any areas of common challenge, and,
- services where savings may have been achieved, but the service has not been transformed.

This is an example of the criteria that services are scoring themselves against:

We've got people with the behaviours we need...



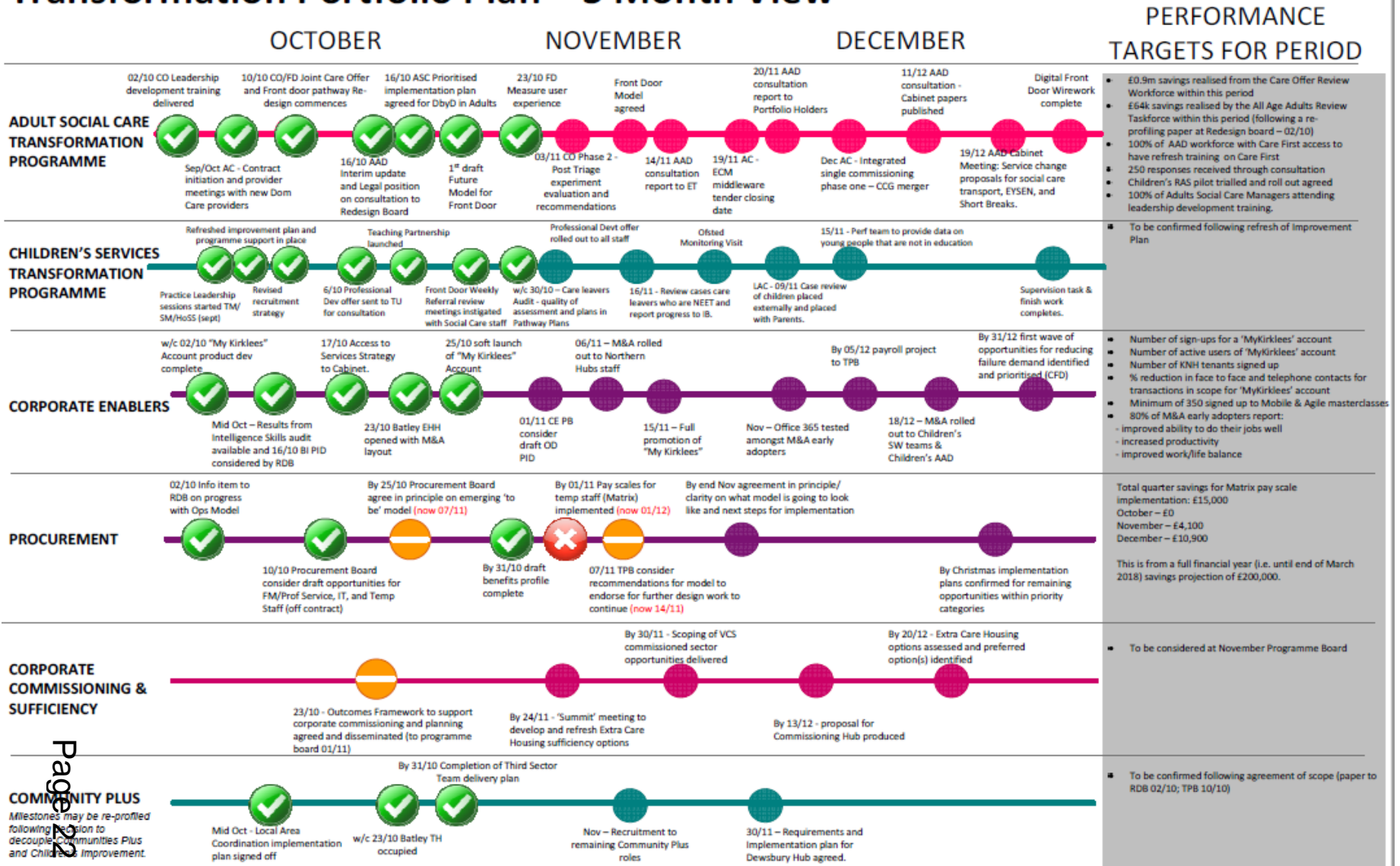
Tracking: Achievement of milestones:

Transformation Portfolio Plan – 3 Month View

	JULY	AUGUST	SEPTEMBER	PERFORMANCE TARGETS FOR PERIOD
ADULT SOCIAL CARE TRANSFORMATION PROGRAMME	<ul style="list-style-type: none"> 10/07 AAD 'Inform' communications identify potential changes to services. 24/07 Engagement on AAD Policy framework Children's RAS and Criteria ends 31/07 Report on transfer of care homes to Cabinet 	<ul style="list-style-type: none"> 01/08 Tender out for ECM middleware (released 29/09). 22/08 AAD approval to consult report to Cabinet 	<ul style="list-style-type: none"> 31/08 Refine care offer version 2 and roll-out 04/09 Public consultation launched re. changes to EYSEN, Home to School Transport, AAD Transport and Short Breaks 15/09 Contracts awarded for Dom Care 	<ul style="list-style-type: none"> 191 independence led (Older People's) reviews completed by 29/09/17 and £228K savings identified X paper to Redesign Board 02/10 26 strengths based (AAD) reviews completed by 29/09/17 and £156K savings identified ✓ Public consultation began as planned on 04/09/17 ✓
CHILDREN'S SERVICES TRANSFORMATION PROGRAMME		<ul style="list-style-type: none"> 07/08 DRAFT Children's PIDs and Plan agreed at Redesign Board (improvement Plan to Redesign Board 18/09, agreed PIDs will not be developed) 	<ul style="list-style-type: none"> 16/08 Children's Services staff located at Riverbank transferred to Civic 1 Social Care Campus. 14/09 Children's Improvement Board - Refreshed improvement plan scheduled 	<ul style="list-style-type: none"> To be confirmed following refresh of Improvement Plan.
CORPORATE ENABLERS	<ul style="list-style-type: none"> 10/07 DbyD: Phase 2 options RDB sign-off – primary focus in Adults with parallel activity 	<ul style="list-style-type: none"> 20-25/07 Mobile and Agile roll-out to Cirs working group w/c 07/08 ET/BIG consider draft Access to Services Principles Mid-August: RDB sign-off Corporate Front Door PID. 	<ul style="list-style-type: none"> By 31/08 sign off consolidated PID-ite for Mobile & Agile (signed off at Redesign Board 18/09) 05/09 People Strategy at ET. 18/09 Procurement: draft operating model options ready w/c 18/09 DbyD Launch of public comms promoting My Kirklees Account 	<ul style="list-style-type: none"> Operating model – options considered by Procurement Board ✓ Implementation plans agreed for temp staff, and travel and transport (initial hypotheses) with clear indicative savings for 2017/18 (and 3 FYs 2017/20) – ✓ for temp staff Matrix, off-contract due 10/10
CORPORATE COMMISSIONING & SUFFICIENCY		<ul style="list-style-type: none"> 31/08 Aug – Scoping of Programme, priority outcomes and interrelationships with other Programmes 	<ul style="list-style-type: none"> 15/09 - Establishment of Programme Board and project structures 29/09 – Draft PIDs for all projects developed (different approach agreed) 	<ul style="list-style-type: none"> Vision for integrated, corporate Commissioning approach and framework developed ✓ Plans for priority Sufficiency projects confirmed across Adults, Children's and Corporate (likely to include Extra Care Housing and LAC) ✓ Intelligence and resourcing requirements confirmed for next phase X
IMPLEMENTING EARLY HELP		<ul style="list-style-type: none"> 17/08 1st preference process completed 25/08 2nd preference process completed 31/08 Children's Centre Core Offer in place (outline offer produced, further work required, also need understand how Ofsted monitoring duties will be met) 	<ul style="list-style-type: none"> 04/09 EIP Staff move into Hubs (delayed due to Riverbank moves, Batley Hub due to open 23/10) 25/09 3rd pool process completed. 12 week notice/deployment period starts for staff left (on hold whilst SLT consider) 	<ul style="list-style-type: none"> Children's Centre Core Offer agreed X Community Plus offer agreed X Batley Early Help Hub open X – will be 23/10 >85% of new structure in place ✓ Small and medium active 3rd sector organisations identified and categorised, location of delivery by district X – work was planned to start from when managers in place 04/09, this is on track Gaps in 3rd sector identified relevant to EIP outcomes/target population X – As above

Tracking: Achievement of milestones:

Transformation Portfolio Plan – 3 Month View



Learning from this process

Centralise and standardise

In May 2017, we centralised staff who were supporting change and transformation across the organisation into a single team. This has made a real difference to the transformation programme – giving much greater visibility and grip across all activity, standardising reporting and ways of working, encouraging collaboration across related projects and reducing duplication.

High challenge, high support

Since re-launching the Transformation Portfolio, significant effort has been put into good project management – with strong plans, good understanding of how projects link to MTFP savings targets, improved risk management etc. Programme Boards and objective reporting against these. This represents a cultural shift for the Council as part of the Chief Executive's emphasis on developing a culture of 'high challenge, high support' and supports more objective, informed discussion and decision making.

Recognise when external support is valuable

Work with Deloitte as the Council's Transformation Business Partner has made a significant difference to the progress made in 17/18. This has shown the value of accessing external support and expertise to compliment those of internal teams.

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CORPORATE SCRUTINY PANEL (CSP) – PROPOSED ITEMS

POTENTIAL ISSUES IDENTIFIED FOR INCLUSION IN THE WORK PROGRAMME 2017/18

Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
FULL PANEL DISCUSSION ISSUES				
1. MTFP and In-Year Financial Monitoring	Cllr Asif/ Chief Exec/ Cabinet	1. Budget 2. Savings/ Future opportunities 3. MTFP 4. Government Funding 5. Council Annual Budget Report 6. Deloitte savings tracking <i>Full Panel Discussion</i>	The Panel will monitor the ongoing financial position of the Council with particular reference to achieving the identified budget savings.	Regular update item for panel agenda. Debbie Hogg invited to 20 th October meeting to cover: <ul style="list-style-type: none"> - Financial Monitoring 2017-18 - Update on MTFP 2018-21 - Budget/ Consultation Process
2. Transformational Programme and Savings	Corporate Scrutiny Panel (20/10/17 meeting)	1. Progress made against original timescales 2. Service area impacts that have occurred as a result of delays or changes	1. Develop an understanding of the progress made in relation to the planned savings; 2. Consider and comment upon any service area impacts; 3. Consider any learning that can be used in the future.	Debbie Hogg and Michelle Nuttall invited to attend 15 th November meeting.
3. Democracy Commission work streams	OSMC's long list/ Chief Exec/ Cabinet	Next Steps – what are we going to do with recommendations? <i>Full Panel Discussion</i>	The Panel will consider and comment upon the recommendations of the Democracy Commission that can be progressed without further political discussion.	Invite Carl Whistlecraft and Cllr C Scott to the 20 th October meeting.

4. IT system	Cllr Asif/ Chief Exec/ Cabinet	<ol style="list-style-type: none"> 1. Citizen Account 2. Training available, including Customer Service Centre <p><i>Full Panel Discussion</i></p>	<p>The Panel will:</p> <ol style="list-style-type: none"> 1. Consider the IT application relating to the Citizen Account, test the resource and comment as necessary; 2. Develop an understanding of the support offered for the less IT literate within the Customer Service Centre (CSC) and make recommendations for improvement, if necessary. 	<p>In relation to training, a visit to the CSC would be beneficial for Panel Members to understand the current service provision.</p> <p>October meeting</p>
5. Commissioning Authority	Chief Executive	<p>Update from the CEx on the transition to an outcome led authority</p> <p><i>Full Panel Discussion</i></p>	<p>The Panel will develop an understanding of the change in approach and consider how scrutiny can assist the authority in meeting its partnership outcomes.</p>	<p>CEx to provide rationale for the change in approach and panel/CEx to consider Scrutiny's involvement/ contribution.</p> <p>December meeting</p>
6. Procurement	Cllr Asif/ Chief Exec/ Cabinet	<ol style="list-style-type: none"> 1. Review of current processes 2. Internal restructure (Deloitte) and competing priorities of approach compared to Social Value considerations <p><i>Full Panel Discussion</i></p>	<p>PRE SCRUTINY ITEM</p> <p>The Panel will:</p> <ol style="list-style-type: none"> 1. Develop an understanding of the current process requirements and influence the review being undertaken; 2. Develop an understanding of the project being undertaken by Deloitte and consider the competing priorities highlighted as part of the Social Value work and consider how these can influence the Deloitte project work. 	<p>Lead Member to receive briefing on Procurement process prior to item being scheduled at a panel meeting.</p> <p>Briefing 18/10/17</p> <p>November meeting</p>
7. Assets	Cllr Asif/ Chief Exec/ Cabinet	<ol style="list-style-type: none"> 1. Community Asset Transfer Policy 2. Access to Services <p><i>Full Panel Discussion</i></p>	<p>The Panel will:</p> <ol style="list-style-type: none"> 1. Develop an understanding of the legal and policy requirements; 2. Consider the current priorities for the Council and comment on future approaches; 3. Consider the future public access to services, following asset disposal. 	<p>Lead Member to have briefing with Senior Officers prior to full panel discussion.</p> <p>Briefing – 11/10/17</p> <p>November meeting</p>

Items for OSMC to consider picking up:

Scrutiny Charter	Cllr Asif/ Chief Exec/ Cabinet	Create a charter signed up to by both Scrutiny and Cabinet Members	To develop a charter, explaining the purpose of scrutiny and the approach being taken in Kirklees – to be agreed and signed up to by both Scrutiny and Cabinet Members.	Initially identified by the Corporate Scrutiny Panel but felt more appropriate for OSMC to consider.
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Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
LEAD MEMBER BRIEFING ISSUES				
5. Procurement	Cllr Asif/ Chief Exec/ Cabinet	Process	PRE SCRUTINY ITEM The Panel will develop an understanding of the process requirements.	LM to receive briefing on Procurement process prior to item being scheduled at a panel meeting. Briefing 18/10/17 November meeting
6. Assets	Cllr Asif/ Chief Exec/ Cabinet	1. Community Asset Transfer Policy 2. Access to Services <i>Full Panel Discussion</i>	The Panel will: 1. Develop an understanding of the legal and policy requirements; 2. Consider the current priorities for the Council and comment on future approaches; 3. Develop an understanding of the potential conflicts between council strategy and ward interests; 4. Consider the future public access to services, following asset disposal.	Lead Member to have briefing with Senior Officers prior to full panel discussion. Briefing – 11/10/17 November meeting

Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
AD-HOC PANEL ISSUES				

Issue	Put forward by	Approach and areas of focus	Outcomes	OFFICER/PARTNER COMMENTS
RECOMMENDATION MONITORING ITEMS				
Museums & Galleries – Task Group Report	Resolution by OSMC on 13 th February 2017	(Task Group 16 th February 2015) The original recommendations contained within the Task Group report were all marked as complete. However, at the meeting of OSMC on 13 th February 2017, it was resolved that the Scrutiny Lead Member would continue to monitor progress in this area via individual Scrutiny Briefings.	All original recommendations have been actioned and marked as complete. Panel to determine whether issue still relevant for inclusion on 17/18 work programme.	To be removed from Work Programme

Potential future items:

Revised approach to Policy Development (CPB Pilot)

DRAFT

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