

# Public Document Pack



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

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Friday 22 February 2019

## 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 **9.30 am** on **Monday 4 March 2019**.

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 Overview and Scrutiny Management Committee members are:-**

### **Member**

Councillor Julie Stewart-Turner (Chair)

Councillor Gulfam Asif

Councillor Cahal Burke

Councillor Elizabeth Smaje

Councillor Rob Walker

# Agenda

## Reports or Explanatory Notes Attached

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**Pages**

**1: Minutes of Previous Meeting**

1 - 6

To approve the Minutes of the meeting of the Committee held on 7 January 2019

**Contact:** Penny Bunker – Governance and Democratic Engagement Manager

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**2: Interests**

7 - 8

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.

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**3: Admission of the Public**

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.

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**4: Leader of the Council update on priorities for 2018/19**

Cllr Shabir Pandor will attend to present an update on the priorities he identified in October 2018

Contact: Councillor Shabir Pandor - Leader of the Council

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**5: An update on Effective Regional Working**

9 - 14

To consider a presentation on regional working.

Contacts: Karl Battersby- Strategic Director Economy and Infrastructure / Nick Howe – Corporate Policy Officer

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**6: Transformation Programme Overview**

15 - 22

The Committee will consider an overview of the current position regarding transformation activities.

Contacts: Rachel Spencer Henshall – Strategic Director  
Corporate Strategy, Commissioning and Public Health.  
Andy Simcox- Head of Policy, Strategic Partnerships and  
Transformation

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**7: Appointment of Scrutiny Co-optees**

23 - 26

To consider the appointment of new Voluntary Scrutiny Co-optees.

Contact: Richard Dunne - Principal Governance and Democratic  
Engagement Officer

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**8: Forward Agenda Plan / Date of next meeting /Committee meeting dates 2019/20**

27 - 30

To note the forward agenda plan for the Scrutiny Committee and that the next meeting will be held on Monday 15<sup>th</sup> April 2019 at 10.00 a.m.

To consider proposed meeting dates for the Committee in the 2019/20 municipal year;

Monday 10 June 2019 – 10.00 a.m.  
22 July 2019  
9 September 2019  
4 November 2019  
13 January 2020  
9 March 2020  
6 April 2020

Contact: Penny Bunker, Governance & Democratic Engagement  
Manager. Tel: 01484 221000.

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Contact Officer: Penny Bunker

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Monday 7th January 2019**

Present: Councillor Julie Stewart-Turner (Chair)  
Councillor Gulfam Asif  
Councillor Cahal Burke  
Councillor Elizabeth Smaje  
Councillor Rob Walker

In attendance: Councillor Naheed Mather – Cabinet Member,  
Communities and Environment  
Carol Gilchrist – Head of Communities  
Chris Walsh – Performance Lead – Communities  
Lee Hamilton – Safer Kirklees Manager  
Inspector Lee Carlson – West Yorkshire Police  
Will Acornley – Head of Operational Services  
Liz Twitchett – Operations Manager  
Rachel Spencer-Henshall – Strategic Director Corporate  
Strategy, Commissioning and Public Health  
Mike Henry – Head of Intelligence and Performance  
Penny Bunker – Governance and Democratic  
Engagement Manager

#### **41 Minutes of Previous Meeting**

**RESOLVED** - The Minutes of the meeting of the Committee held on 5 November 2018 were agreed as a correct record.

The Committee ratified the wording of two recommendations in respect of employee networks and promotion of domestic abuse support, for submission to Cabinet for consideration.

#### **42 Interests**

No interests were declared

#### **43 Admission of the Public**

The Committee agreed that all agenda items would be considered in public session.

The Committee further agreed to consideration of a late urgent item on Kirklees representation on the Regional Joint Health Scrutiny Committee Working Group.

#### **44 Kirklees Communities Partnership Plan 2018 - 2021**

The Scrutiny Committee considered an update on the progress made in delivering the priorities set out in the Kirklees Communities Partnership Plan 2018-2021.  
Councillor Naheed Mather, Cabinet Portfolio Holder, Carol Gilchrist, Head of

## Overview and Scrutiny Management Committee - 7 January 2019

Communities, Chris Walsh, Performance Lead – Communities, Lee Hamilton, Safer Kirklees Manager and Inspector Lee Carlson of West Yorkshire Police attended for this item. The Management Committee noted that the Partnership Plan was produced on a three yearly basis to coordinate partnership working to make Kirklees Communities Safer and more cohesive.

The current partnership plan was divided into four outcome themes which were:

- Reducing crime
- Tackle anti-social behaviour
- Protecting people from serious harm
- Improving place

The partnership plan set out the key issues to be addressed within each of the theme areas, how they would be delivered and how the effectiveness would be measured. The plan reflected the Safer Kirklees approach of a preventative focus and early resolution of issues. In addition to the plan the Committee received a written update on the work underway to develop action plans to underpin the delivery of the strategy.

The Management Committee discussed the approach to supporting young people at risk of escalating to anti-social and criminal behaviour. Workshop work in schools was outlined together with the intention of the Police and Crime Commissioner to expand work to support vulnerable people including young people. The Management Committee considered it important that there was a joined up approach to ensure that as many schools as possible took advantage of the support offer.

In discussing how elected members could share information regarding activity within their communities, there was concern that the work of the previous neighbourhood management groups had left a gap in councillor awareness and the opportunity to input local intelligence. Carol Gilchrist explained that there was work underway to talk to councillors about different approaches to communication. Councillor Smaje suggested that where there was a particular problem within a ward and officers were meeting with partners to discuss the issue then councillors should be invited to be part of the meeting so they could input information and understand what the approach would be to addressing the issue. Councillor Mather agreed to look in more detail at what was suggested with a view to being clear on the intentions to work with ward councillors.

The Management Committee recognised that there was a resource issue in replicating the previous NMGs approach. Councillor Asif stressed the importance of getting accurate information into communities to prevent social media myths from being cascaded within communities and distorting the facts.

Councillor Stewart-Turner supported the intention to develop interventions that were sustainable and take account of what works locally, ensuring that local people are at the heart of this through building community capacity. Councillor Stewart-Turner emphasised the need for council policies to join up to ensure that where local people were part of the solution, contradictory policies did not hinder progress.

### RESOLVED –

- (1) That Councillor Naheed Mather and officers be thanked for attending the meeting and reporting on the delivery of the Kirklees Partnership Plan.
- (2) The Committee recommended that when meetings are held between council officers and partners to consider specific community issues within a ward, then Ward Councillors should be invited to attend to contribute local intelligence and to be aware of any agreed actions and way forward.

#### 45 **Update on CCTV Operation in Kirklees**

The Committee considered a report which provided an update on the Council's CCTV and out of hours operations which were part of economic resilience work. A copy of a report to Cabinet from April 2017 was included to provide background to what had been approved to date.

It was noted that the Council was committed to creating a resilient 24 hour centre at Civic Centre 3 with services moving from Flint Street into Civic 3 once necessary works had been completed. Phase 1 had been completed in November 2017 with the Council's CCTV service and Kirklees Direct out of hours team merging to create the new 24 hours service team. The budget for the 24 hour service was being maintained until additional funding streams could be secured to take forward the remaining works. It was anticipated that this would happen in Summer 2019. Will Acornley, Head of Operational Services and Liz Twitchett, Operational Manager attended the meeting to answer the Committee's questions.

The Committee welcomed the report and the evidence that progress was being made in this area. The Committee continued to explore issues of coverage of CCTV cameras and the need for 24hour monitoring. It was indicated that some cameras were available for 24 hours but it was intended to expand capacity and a replacement schedule was being considered.

Councillor Asif commented that with the increase of domestic CCTV the options for agreeing with private citizens that camera footage could be made available in some circumstances as part of the network coverage, should be explored. It was suggested that some sort of database of cameras could be developed. In response Mr Acornley suggested that there were complexities related to general data protection regulations, however with the current cooperation between partner agencies it was possible to live track an individual.

When considering the statistical information Liz Twitchett advised the Committee there were 152 CCTV cameras around the Kirklees district and in 2017 912 arrests had resulted from the support provided through CCTV.

The Committee continued to explore the updating of cameras, using Huddersfield Town Centre as an example. Ms Twitchett explained that there was a full maintenance contract which meant that all cameras were serviced every year and

## Overview and Scrutiny Management Committee - 7 January 2019

that was supported by a replacement programme. There was currently no budget allocation to update or provide additional cameras. Councillor Stewart-Turner asked how CCTV could be used in environmental crime and Mr Acornley said there was open spaces CCTV in use, for example on bin wagons etc and the Council was in the process of looking at a mobile system for fly tipping hotspots. A new mobile CCTV vehicle was also in operation, with a particular environmental focus.

### RESOLVED –

- (1) The Committee thanked Will Acornley and Liz Twitchett for the update on the approach to CCTV in Kirklees.
- (2) That a further progress report be considered by the Management Committee in 6 months time.

#### 46 **Scrutiny of Corporate Performance Reporting**

The Management Committee received a copy of the Quarter 2 Corporate Performance Report in order to consider the new format and approach to performance information and consider the future approach to scrutiny of the information.

In considering the Quarter 2 report, members welcomed the ability to see what the Council was achieving as well as identifying areas where attention was being focused. Some members of the committee welcomed the pictorial information whilst others found it difficult to understand.

The Committee agreed that it would be appropriate for Panel Lead Members to meet with Intelligence and Performance Leads to look at the areas that fell within each Scrutiny Panel's remit and identify what might be appropriate for Panels to consider and look at in more detail.

Councillor Smaje said it was difficult to identify timeframes from the information and it would be helpful if new information was highlighted. There was a discussion about the need for Scrutiny to have the information in a more timely way so that it was not out of date before Scrutiny Members had the opportunity to consider it. It was agreed that officers would look at these issues.

Councillor Walker identified that there was no reference to the inclusive growth group within the performance report and it was suggested that this was a high priority for the Council Leader and should be incorporated. The Committee also thought it would be helpful if documents that were referenced within the report could include an electronic link for readers who wished to look in more depth at an issue.

### RESOLVED –

- (1) That the Committee recognises the hard work that has been required to start to implement a revised approach to corporate performance management and commends the progress made.



## Overview and Scrutiny Management Committee - 7 January 2019

- (2) That Lead Members meet with performance leads in their panel portfolio areas to agree how they wish to scrutinise performance information.
- (3) That the Scrutiny Committee continues to maintain an overview of progress in implementing the new approach with a further update in six months.

### 47 Scrutiny Lead member Reports

The Management Committee considered progress reports from each of the Scrutiny Panel Lead Members and the Chair of Scrutiny.

In respect of the Children's Scrutiny Panel, Councillor Cahal Burke updated on the ongoing Ad Hoc Scrutiny Panel work to look at Elective Home Education in Kirklees. He also reported on recent work to look at Special Educational Needs and Disabilities which had included discussions with parents in venues across Kirklees. An additional meeting to receive an update on the progress in tackling child sexual exploitation in Kirklees was being scheduled as soon as possible.

Councillor Smaje highlighted issues from the Health and Adult Social Care Scrutiny Panel work programme including the discussion on winter pressures and a meeting to look at Foetal Alcohol Syndrome. It was noted that the issue had been raised by a member of the public who was very grateful that the Scrutiny Panel had chosen to look at the issue in Kirklees. The discussion resulted in a number of recommendations to Health Commissioners. The Committee noted that the next meeting of the Calderdale and Kirklees Joint Health Scrutiny Committee was likely to be in February 2019.

Councillor Asif updated on the work of the Corporate Scrutiny Panel which had included an overview of the Council's People Strategy and an update on the progress made in relation to the agreed recommendations of the Democracy Commission. Councillor Asif informed the Committee that the Local Government Association was going to deliver a workshop on commercialisation in Local Government early in 2019. Councillor Asif wished to place on record his thanks to Alaina McGlade for her help and support with the Scrutiny Panel prior to moving to a new post in another Council service.

Councillor Rob Walker highlighted the work of the last two months of the Economy and Neighbourhoods Scrutiny Panel which had included looking at the Economic Strategy and starting to look at strategies for town centres, in particular Huddersfield and Dewsbury. Councillor Walker identified that it would be difficult to look at smaller towns this year but his intention was that the issue would roll forward into 2019/20. In December the Panel had looked at the draft Green Space Strategy and received an updating on rough sleeping and the Councils Severe Weather Emergency Protocol. The Green Space Strategy reflected not just the Council's view but also representation from Natural Kirklees and groups with a green focus.

Looking forward the Committee would be returning to the refresh of the Kirklees Economic Strategy and inclusive growth and social value to consider the progress made. The Panel would also look at the Homelessness and Rough Sleeping

## Overview and Scrutiny Management Committee - 7 January 2019

Strategy consultation which would be considered by Cabinet in February before presentation to Council in March. The Panel was planning an initial presentation on the current position regarding Waste Minimisation in Kirklees, as a baseline for future Panel work.

Councillor Asif raised issues regarding food waste policies and consideration of waste minimisation as part of the development of new homes. Councillor Walker indicated that these issues were part of the scope of the work of the Panel.

Councillor Stewart-Turner reported on her activities as Chair of Scrutiny for the previous quarter. This included attendance at the Police and Crime Panel where the issues of Domestic Abuse discussed at the Management Committee were highlighted including the questions around funding for regional perpetrator programmes.

### **RESOLVED –**

- (1) That the Scrutiny Lead Member and Chair of Scrutiny progress reports be welcomed and noted.
- (2) That thanks be recorded for the work of Alaina McGlade and Yolande Myers for providing excellent support to scrutiny panels prior to their move to new roles in the council.

### **48 Forward Agenda Plan / Date of next meeting Committee meeting dates 2018/19**

The Committee noted arrangements for the remaining meetings which would be held on Monday 4 March and Monday 15 April 2019. It was decided given the volume of items of the agenda that the March meeting would start at 9.30am.

### **RESOLVED –**

- (1) The Committee noted the forward agenda plan and revisions since the last meeting.
- (2) That the next Committee meeting be held on Monday 4 March 2019 starting at 9.30 a.m.

### **49 Urgent Item**

The Committee agreed to consider a late urgent item which sought Kirklees representation for the Regional Joint Health Scrutiny Committee Working Group. It was noted that there were two Kirklees representatives on the existing Regional Joint Health Scrutiny Committee which had now decided to establish a Working Group to look at specific issues.

**RESOLVED** - That Councillor Liz Smaje be approved as the Kirklees representative on the Regional Joint Health Scrutiny Committee Working Group for the remainder of the municipal year.

<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.

**Name of meeting:** Overview & Scrutiny Management Committee

**Date:** 4<sup>th</sup> March 2019

**Title of report:** Effective Regional Working – annual update

**Purpose of report**

Kirklees Council has always been a strong advocate and willing participant in regional working. This report backs up the presentation and provides a detailed update for members of the Overview and Scrutiny Management Committee on progress with effective regional working and sets out some key priorities for the coming year.

<b>Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?</b>	N/A.
<b>Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a></b>	N/A
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	N/A
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Karl Battersby 21/02/19
<b>Is it also signed off by the Service Director (Finance)?</b>	N/A
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	N/A
<b>Cabinet member <a href="#">portfolio</a></b>	Cllr Pandor

**Electoral wards affected:** All

**Ward councillors consulted:** N/A

**Public or private:** Public

**(Have you considered GDPR?)**

GDPR has been considered but the report and processes involved in regional working do not contain any personal data.

**1. Summary**

Each year a report is presented at Overview and Scrutiny Management Committee updating members on progress with effective regional working. The report has traditionally focussed on emphasising the continuing need for regional working, identifying the benefits and successes of the previous year and setting out future implications for the Council.

For this year's session we are taking a slightly different approach in line with a previous request to provide more detail of what and where we've contributed to the West Yorkshire

Combined Authority (WYCA) as well looking at our working relationship and how this could be improved. This report and presentation from the Service Director (Economy and Skills) focuses on how we can improve our working relationship with WYCA and what are our 'asks' moving forward should be. Hopefully this approach will stimulate a much more rounded discussion and enable all members to contribute.

## Background information

The Leeds City Region (LCR) Partnership was first formed in a declaration made by 11 council leaders at a City Region summit in 2004 and has been at the forefront of cross-boundary working for over a decade. The current arrangements are built on a proven track record of informal regional working and a consensus that the potential of the region could only be realised through cross-boundary local authorities working alongside an entrepreneurial private sector.

The West Yorkshire Combined Authority (WYCA) was founded on 1st April 2014 by the five West Yorkshire constituent District Councils; Bradford, Calderdale, Leeds, Wakefield and Kirklees. The City of York Council and the Leeds City Region Enterprise Partnership (LEP) have been made associate members.

WYCA was established to take on board devolved Government funding and powers related to the 2012 Leeds City Region City Deal and 2014 Local Growth Deal. Both of these included new funding and decision-making powers to promote economic growth in the Leeds City Region, of which Kirklees is a key constituent member.

Although we've discussed some of the points previously, it's worth re-iterating why regional working continues to be important for Kirklees and its communities:

- **Contribute to growth and share in benefits**  
The Strategic Economic Plan (SEP) for the LCR states that between 2014 and 2021 £5.2bn additional economic output will be achieved resulting in 62,000 extra jobs. The LCR secured £572.9 million in the initial round of Growth Deal Funding, the largest settlement in the country.
- **Future government funding opportunities** are likely to come through and be administered via the LCR Partnership.
- **Connectivity is a major issue**, particularly in terms of accessing the numerous employment centres across the district (Kirklees has the highest net outflow of workers in the LCR i.e. residents traveling into other districts to find work) and for freight movements for our numerous small and medium sized enterprises (SMEs).
- **Quality of life for the majority of our communities** is dependent on the success of the wider West Yorkshire and Leeds City Region partnerships.
- **Strong collective voice to influence national decision-making;** we cannot do it by ourselves
- **Widespread recognition that housing markets, connectivity and local economies** do not reflect administrative boundaries so we have to work accordingly
- **Continued economic resilience** - individual councils working in isolation will not avert the current economic situation. Strong partnership working is essential, coupled with the efficiencies and innovation that working together brings.

Below are a series of questions we have used to assess progress so far and to start teasing out the future direction of travel.

### Where have Kirklees and its residents benefited from WYCA membership?

In terms of funding and investment, Kirklees have successfully secured upwards of £140m from the Growth Deal and Transport Fund pots which will have a significant impact on connectivity, affordable housing and employment opportunities for our communities. Like the

other 4 WY authorities in the CA, spend has been slow to begin with; complex transport schemes take time to deliver (feasibility, consultation etc), challenging resource issues (Local Plan priorities, reduced staffing due to austerity etc). However, the majority of early spend on feasibility is now complete and with much better and more robust processes in place in terms of governance and risk mitigation, the future is extremely bright in terms of delivery.

Other headline projects benefiting Kirklees include the Enterprise Zone in Lindley and the Superfast Broadband contract (Kirklees has gained a 42% share from the second contract).

Another key success has been the number of Kirklees businesses accessing the various business grants that are available through the LCR Partnership. Through the continuing support from council officers, Kirklees SME's have drawn down 19% of all grants approved from just a 13% SME base across West Yorkshire. This is a real success story.

### **What have we contributed?**

Kirklees Council has always been a keen supporter of collaborative working and continues to promote a 'can do' approach when working with neighbouring authorities as well as being seen as a reliable and 'critical friend'. More specifically our ambition in terms of housing growth and regeneration is central to the WYCA growth agenda and will continue to gain importance as more opportunities for investment in Kirklees start to emerge. We also have a good track record in providing leadership and expertise on key projects and sectors such urban traffic management and inclusive growth. We continue to have good representation on the key decision-making boards and aim to ensure all Kirklees attendees are fully briefed, able to contribute and input into discussions.

### **Kirklees and WYCA; how can we improve our working together?**

As stated above, we continue to fully commit to working collaboratively with partners, particularly WYCA but there are some areas where our relationship could be improved.

- Do WYCA understand our priorities well enough and understand we can contribute to the region?
- Better quality and more timely papers - agenda packs are still not on time (particularly for Leaders) which makes it very difficult to ensure Cllrs are fully briefed and able to contribute. Also agendas are still far too long to digest.
- Improved communication and better information sharing
- Allow members and officers to influence more effectively across all agendas
- Better sharing and use of resources - are we using our staffing resources effectively so as to achieve the best outcomes? Could we do more to share?
- The creation of an effective Relationship Manager or Key Account Manager within WYCA who understands Kirklees, our priorities and is able to sell and promote what we can offer

### **Is the Kirklees representation at WYCA appropriate?**

Kirklees is well represented on the WYCA Panels and Committees and we seem to have the right people at the appropriate meeting. More clarity is still needed on the officer side (we are awaiting the new officer structure to ensure we're able to input and influence and understand how it fits with the decision-making structure).

The wider cllr involvement and engagement is still an ongoing issue and although we have improved (regular updates and sharing minutes at Full Council, sessions at LMT etc) there is still scope for improvement. We would welcome Scrutiny's input on this

### **What are our 'asks'?**

In general terms, below are a series of 'asks' for WYCA to consider;

- Improved governance and decision making, more transparency from certain boards and panels is required as well as consistency in decision making.

- More clarity on who deals with what sector or area of work. Sometimes it's difficult to know who we need to be speaking to or who is responsible.
- Improved strategic connections across work areas such as housing and transport. Also recognising the impact of green infrastructure in a more consistent manner.
- Simplified meeting/governance structures particularly on the officer side.
- Align WYCA priorities with national agendas to ensure we take advantage of opportunities that may arise.
- Continue to work towards accessing other funding/investment sources.

### **What does the next 2 years look like in terms of regional working?**

Looking forward, below are the key areas where our efforts need to be directed.

- Continued progress and delivery of major schemes
- Deliver our ambitions including a more pro-active 'selling' ourselves regionally and nationally.
- Ensure we take advantage of future investment (Transforming Cities Fund etc)
- Improved collaboration with neighbours (build on the success with Calderdale)
- Address the challenges of place-based working and diversity across WY
- Work with WYCA to increase the focus on town centre regeneration
- Making the most of cultural opportunities
- Ensure we're in a position to take advantages future rail investment
- Continue to improve support for cllrs to understand what's going on
- Reminder not to lose sight of Kirklees and the value it brings - for Kirklees to promote and re-enforce what we do – what contribution does Kirklees make.
- For Kirklees to have a clear offer to promote to Leeds City Region. Kirklees has a very good story to tell - investment and planning now coming to fruition; we need to drive future agendas
- Better alignment of our strategies to maximise investment opportunities.

## **2. Information required to take a decision**

No decision is required today.

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

### **3.1 Working with People**

Not applicable.

### **3.2 Working with Partners**

A key theme of regional working is collaborating with other partners, regionally and on the national stage. As stated in the report we have a very good track record in this field and continue to explore how we can improve.

### **3.3 Place Based Working**

As stated in the report, place-based working is becoming an increasing challenge for WYCA and the 5 member authorities.

### **3.4 Improving outcomes for children**

Not applicable

### **3.5 Other (e.g. Legal/Financial or Human Resources)**

We will continue to benefit from Growth Deal and Transport Fund monies over the next 2 years as we deliver our major schemes.

## **4. Consultees and their opinions**

Not applicable.



5. **Next steps and timelines**  
Not applicable.
6. **Officer recommendations and reasons**  
To note to the presentation and contents of the report.
7. **Cabinet portfolio holder's recommendations**  
To note the presentation and contents of the report.
8. **Contact officer**  
Nick Howe, Policy & Strategy Team  
[nick.howe@kirklees.gov.uk](mailto:nick.howe@kirklees.gov.uk)
9. **Background Papers and History of Decisions**  
Not applicable.
10. **Service Director responsible**  
Not applicable.

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**Name of meeting:** Overview and Scrutiny Management Committee  
**Date:** 4 March 2019  
**Title of report:** Overview of the Transformation Programme

**Purpose of report**

The report provides an overview of the council's transformation activities, building on the learning from the programme in 2017-2019, leading into 2019/20.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	No
The Decision - Is it eligible for call in by Scrutiny?	No – The item is for discussion rather than decision
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health, 20 February 2019
Is it also signed off by the Service Director for Finance IT and Transactional Services?	No – discussion item
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	No – discussion item
Cabinet member <a href="#">portfolio</a>	Cllr Graham Turner, Corporate Services

**Electoral wards affected:** The council's transformation activities potentially affect all electoral wards

**Ward councillors consulted:** None specifically for this report.

**Public or private:** Public

**(Have you considered GDPR?):** Yes

## 1. Summary

The council has had a transformation programme to provide targeted support for the achievement of its shared outcomes since 2017/18. David Hamilton, the former Director of Transformation, provided the Overview and Scrutiny Management Committee (OSMC) with an update on progress at their meeting in July 2018.

The first 12 to 15 months of the transformation programme had a particular focus on addressing the council's budget challenge. Since July 2018, the learning from the activities associated with that initial focus has been applied and the focus of transformation has been adjusted. This report sets out the changes made since July 2018 and the direction of our transformation activities leading into 2019/20.

At the meeting on 4 March 2019, the Strategic Director for Corporate Strategy, Commissioning and Public Health – Rachel Spencer-Henshall, and the Head of Policy, Partnerships and Transformation – Andy Simcox, will introduce the report. The intention for the item is to engage the Overview and Scrutiny Management Committee in a discussion about the approach to transformation moving forward and effective engagement of councillors.

## 2. Information required to take a decision

### 2.1. Background – Delivery, impact and learning to the summer of 2018

#### Initial focus for 'transformation' and achievements

The council developed a portfolio of transformation activities for 2017/18 that allocated resources to increase the pace of change in areas of high potential savings, as well as capitalising on opportunities for innovation in service provision wherever possible.

Staff skilled in programme and project management were allocated to work on four programmes within the portfolio: Adult Social Care, Children's Improvement, Commissioning and Commercialisation and Corporate Enablers. The council also began work with Deloitte, as a 'transformation business partner', to provide expertise notably in the redesign and implementation of services in Adult Social Care and Procurement.

#### Tightness of process and 'grip'

The governance processes introduced in early 2017 were designed to reflect the scale of the financial challenge and the need to ensure delivery within a short period of time. This included boards for each of the four programmes, plus overarching portfolio governance boards and connections into portfolio holders and Cabinet. Full project monitoring and reporting initially followed a fortnightly cycle, which was reduced to monthly as delivery was demonstrated.

#### Achievement and impact

As reported to OSMC in July 2018, the allocation of dedicated council resources added quality, assurance and organisation. The input of Deloitte as an external partner added skills and further rigour.

In financial terms, the council achieved £55.6m of savings in 2017/18, a significant increase on top of the £129m saved between 2011-2017. This was a major achievement in terms of the continued financial viability of the organisation, which would not have been possible without the additional focus.

The report to OSMC in July 2018 included a number of case studies about the impact achieved for staff and citizens through projects such as: the development of strengths-based services in adult social care; improvements to front door services for adults, children and all citizens; achievement of the children's services improvement plan; significant efficiencies in the council's procurement activities, and; the introduction of efficiencies in use of technology and office space through our 'mobile and agile' working project.

### Learning shaping the adjustment in focus

The assessment of the impact of transformation activities in the summer of 2018 also illustrated a number of areas for learning and potential re-focus:

- The 2017/18 portfolio, which had continued into 2018/19, addressed immediate priorities particularly in the achievement of savings. But there were continuing limitations in the overall transformation of the organisation, e.g. in the required shape of service provision and culture to be sustainable in longer-term achievement of outcomes for citizens.
- Moving forward, the areas of focus for transformation resources needed to become more flexible, focusing on where support should be allocated to the areas of highest priority and those which bring most value. Priorities will and should change over time and transformation support is often most needed to work with the managers and leaders of change who will be responsible for service provision once it becomes 'business as usual'.
- Governance must be robust but agile, focused on decisions to support transformation.
- Transformation efforts need ownership across the council. Service management and staff need to be equal partners in any transformation and be supported to build their capacity to deliver change.
- To support the achievement of the above, the Transformation Team needed to clarify and enhance its offer to respond to changing demands. The ask from the organisation is varied, but it is clear there is a need for a mix of robust project management, innovative business change skills and the ability to challenge and offer new insights.

Engagement with senior officers, councillors and partners through the summer and autumn of 2018 confirmed the need to adjust the focus of transformation activities as above, for the remainder of 2018/19 and into 2019/20.

## **2.2. Prioritisation**

### Approach

Moving forward, the required focus of finite transformation resources is now on areas that affect the whole organisation rather than those which are directorate specific or highly savings driven. This means acknowledging the challenges we face are 'system-wide' – i.e. if we consider the 7 shared outcomes, none can be achieved by one team, service, or organisation alone and addressing them will require more than project and programme management skills. This has a significant impact on the requirements upon transformation resources (see below) and on the priorities to which they are allocated.

Transformation opportunities are now being assessed by senior officers and councillors for how they relate to:

- Strategic planning activities – e.g. commitments in the Corporate Plan and opportunities for the district
- Cross-cutting strategic transformation considerations - e.g. the future shape of the organisation, development of Place-based working, etc.
- Areas of high priority corporate/budget risk
- High risk service interventions – e.g. where a service is struggling to identify ways to tackle challenging problems and requires more expansive support

## Transformation Priorities – end of 2018/19, into 2019/20

Consideration of the criteria above has led to a focus on the following areas of priority for allocation of transformation resources:

### 1. Organisation Design

Work has started to consider the future shape of the organisation – i.e. what functions and capacity will be required to support the statutory responsibilities of the council, working with and within communities and ensuring that citizens are not hindered by structures. Following the appointment of the Strategic Director for Corporate Strategy, Commissioning and Public Health we are currently undertaking an assessment of corporate capacity, which will inform the development of a future organisation design and a subsequent change programme. This will be the subject of engagement activities with staff, councillors, partners and citizens where appropriate.

### 2. Development of Place-based working

The council has committed to working with communities and delivering services that recognise the diversity of the different places across Kirklees and their needs; moving resources into local areas, working across partnerships to address needs earlier. Delivering this change requires co-ordination and support from transformation resources.

### 3. Strengthening enabling services

Our previous Corporate Enablers programme included work designed to improve the delivery of individual functions or objectives, such as Digital by Design, Business Intelligence, and implementation of our People Strategy. Learning from those projects has led to an adjusted focus on ensuring there are stronger, collaborative connections between the functions that help the whole of the council to run effectively, and that this translates into improved, efficient processes, systems and ways of working.

### 4. High Needs, Placements, Waste

The council will continue to have a number of areas that are experiencing significant budget pressures and where a 'system-wide' approach will help the definition of the problems we face, to be creative in the identification of potential solutions and to work with partners to test and implement those that will be most likely to have an impact. High Needs, Placements and Waste are all existing areas of work within services, where Executive Team has identified that a broader approach may be beneficial, hence the input of transformation resources.

### 5. Adult Social Care, Children's Improvement

The majority of activities within the existing programmes of Adult Social Care and Children's Improvement are now moving beyond transformation into a 'business as usual' state. Transformation resources are being gradually withdrawn as change is embedded into working practice.

## **2.3. Transformation and organisational development skills**

### The council's breadth of skills

The change in focus and priorities described above has created implications for the council's Transformation Team, people with relevant skills across the council and partnership and external suppliers. Developing our capability to deliver change is an additional area of focus for the Head of Transformation, working with senior officer colleagues.

The Transformation Team was created by bringing together, from existing resources, a number of project and programme management staff, with a small number of people more skilled in change management.

The balance has previously certainly been in favour of those with process skills, but is now shifting to more of a 'transformative change' focus. Kirklees is not unusual in the previous focus on programme and project skills, but we are also benefitting from networking with other local authorities to design our future shape. The existing, valuable skills amongst the team will be retained and staff are embracing the need to develop further skills in facilitation, business analysis, financial analysis, innovation, etc. The signs are encouraging.

In addition, the Transformation Team is working more closely with colleagues across the council with complementary skills, for example in organisational development, research and intelligence, IT, etc. This recognises that we have people with multiple relevant skills and experiences that can be involved, on a project-by-project basis where applicable.

### Working with external partners and suppliers

Where we do not, as a whole council, possess the skills required to support and challenge change projects, we will look to partners across the district who have complementary skills, for example the CCG and the University.

In some cases, we will need specialist skills that are not available within the partnership or the sector. Where this is the case, we will look to procure the services of external suppliers. The emphasis will be on shorter interventions than previously and on pieces of work that require specialists in the relevant problem areas (e.g. Waste, High Needs).

A core principle, and point of contract in any relationship with an external organisation, will be to ensure that knowledge and skills are transferred/developed within the council as a result of the relationship. This will increase our ability to be self-sufficient in the management of change in the future.

## **2.4 Governance**

To match the adjustment in priorities and the continuing need for an adjusted but appropriate level of assurance the following transformation governance arrangements are in place. This has significantly reduced the amount of time spent processing project updates and allows more of a focus on change activities:

- Each priority has a nominated lead officer within the Transformation Team who works with a senior officer as sponsor. Depending upon the nature of the priority, a project or programme board may be in place, or work may be considered via a service leadership team
- The leads provide regular monitoring reports (every 8 weeks) into the Head of Transformation for analysis and overview
- Progress and issues are reported (every 8 weeks) to Executive Team when they meet as the Transformation Portfolio Board. Any issues that require urgent attention in between meetings are escalated as appropriate.
- The Head of Transformation and the Strategic Director for Corporate Strategy, Commissioning and Public Health meet regularly with the Cabinet Portfolio Holder for Corporate Services to discuss progress and matters that need to be taken to Cabinet
- Periodic updates are provided to the council's OSMC

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

The council's transformation activities are designed to support the achievement of the shared partnership outcomes, particularly the changes that are required in the services provided by the council and partners (where relevant) in order to do so.

A significant improvement in the approach to transformation now in place is to reinforce the understanding of the interconnectedness of change activities, part of a whole-council focus. Previously the separate programmes increased the risk of directorate-based solutions. This is no longer the case and emphasises the connection to delivering on strategic priorities such as those outlined in the Corporate Plan:

#### **3.1 Working with People**

- the engagement of staff, councillors, citizens and partners in the understanding of the problems that we face and the design and implementation of the solutions that can deliver outcomes.
- the focus on developing the staff and culture of the organisation to be outcome-focused and support the delivery of change

#### **3.2 Working with Partners**

- ensuring that collaborative working and co-production are at the heart of our change activities and the functions/services we provide. We cannot address any of the difficult challenges that the district faces without understanding the need to work in partnership (across services, with partners and with citizens)

#### **3.3 Place Based Working**

- as described above, delivering on the council's commitment to greater 'place-based working' is a priority for the allocation of transformation resources; again in support of the achievement of the shared outcomes

#### **3.4 Improving outcomes for children**

- although the provision of dedicated transformation resources into children's improvement efforts is reducing (as change is embedded and becomes 'business as usual'), the contribution of transformation skills to support the achievement of outcomes for children will not reduce. The focus on High Needs, Placements and instances where other high-risk service areas are identified demonstrates this

#### **3.5 Other (e.g. Legal/Financial or Human Resources)**

- although the council has made significant savings achievements, it continues to face a number of challenges to ensure that a smaller organisation has truly transformed in process, efficiency and culture. This has implications for a number of council services and functions, which is being addressed through the work on the Organisation Design.

### **4. Consultees and their opinions**

The points noted within this report have been discussed over a number of months with the council's Executive Team and communicated to senior officers – including Service Directors and Heads of Service.



A cross-section of councillors was consulted for their views on Transformation activities to date during the autumn of 2018, during engagement activity on Digital Transformation.

The Cabinet Portfolio Holder (Cllr Graham Turner) has discussed the points regularly with senior officers in Transformation and is supportive of the adjustment in focus and approach.

## 5. **Next steps**

1. All of the activities described within this report are proceeding as stated. Regular updates on progress, or escalation of issues with delivery, are being managed through the governance routes described.
2. All of the transformation activities are focused on delivering benefits; beyond savings and into broader outcomes for the citizens of Kirklees. The value for money of any allocation of transformation resource will therefore be reported, plus the impact for people. We will ensure this is communicated effectively to Scrutiny, in engaging ways, for example the use of case studies to demonstrate
  - a. where savings have been made
  - b. the difference made
  - c. the impact of place-based working
  - d. the positive cultural and behavioural changes in the organisation
3. Ongoing engagement with a cross-section of councillors, through the OSMC would be appropriate and welcome.

## 6. **Officer recommendations and reasons**

That this report be received and support a discussion from which further learning can be applied into our approach to transformation.

## 7. **Cabinet portfolio holder's recommendations**

That cross-party councillors be openly engaged in the council's transformation activities through the most effective approaches.

That the Transformation Team ensure that the demonstration of outcomes from activities is clearly reported (as stated in the Next Steps)

## 8. **Contact officer**

Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health

Andy Simcox, Head of Policy, Strategic Partnerships and Transformation

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

No further papers provided to support this item.

## 10. **Service Director responsible**

Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health

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**Name of meeting: Overview and Scrutiny Management Committee**

**Date: 4 March 2019**

**Title of report: Appointment of Scrutiny Voluntary Co-optees**

**Purpose of report:**

To ask the Overview and Scrutiny Management Committee (OSMC) to formally appoint an additional number of voluntary co-optees so they are ready for allocation to scrutiny panels in the 2019/20 municipal year.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Director</u> & name	N/A
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	N/A
Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	N/A
Cabinet member portfolio	N/A

**Electoral wards affected: N/A**

**Ward councillors consulted: N/A**

**Public or private: Public**

## 1. **Summary**

- 1.1 At the start of the municipal year 2018/19 there were a total of eight co-optees involved in scrutiny four of which were serving the final year of their appointed 4 year term.
- 1.2 During the 2018/19 period one co-optee gave notice of resignation and one advised that they were no longer eligible to serve as a statutory co-optee on the Children's Scrutiny Panel.
- 1.3 In response for the need to provide additional co-optee support for the Health and Adult Social Care Scrutiny Panel and the Economy and Neighbourhoods Scrutiny Panel an ad hoc focused recruitment exercise was undertaken which resulted in two co-optees being appointment in September 2018 and October 2018.
- 1.4 Although the appointment of two additional interim co-optees has helped it is recognised that steps still need to be taken to minimise the impact in the reduction in the numbers of co-optees due to step down and to boost the numbers of co-optees involved in scrutiny.
- 1.5 It was therefore agreed with Cllr Julie Stewart-Turner Chair of Overview and Scrutiny Management Committee (OSMC) that existing co-optees whose term was due to finish at the end of this municipal year would be invited to extend their term by one year.
- 1.6 This initiative has resulted in three of the four current co-optees agreeing to extend their term for an extra year (2019/2020).
- 1.7 In addition to help increase the numbers of co-optees involved in scrutiny it was agreed that officers undertake a full recruitment exercise.
- 1.8 A recruitment promotion was subsequently launched week commencing 28 November 2018 until 31 December 2018 and resulted in 5 applications being received.
- 1.9 Two workshops sessions were held during January 2019 that included input from Cllr Julie Stewart-Turner and Cllr Rob Walker Lead Member for Economies and Neighbourhoods Scrutiny Panel.
- 1.10 Following the workshop sessions the OSMC is asked to appoint the following members of the public as co-optees:
  - Chris Friend
  - David Flint
  - Eilidh Ogden
  - Nathan Paul
  - Toni Bromley
- 1.11 All of the appointments are subject to the signing of the code of conduct, completing an induction programme and a successful probationary period. Allocation to scrutiny panel's and the co-optee pool will be considered at the start of the municipal year 2019/20.

## 2. **Information required to take a decision**

As outlined in section 1.

3. **Implications for the Council**  
Section 4 of the Overview and Scrutiny Procedure Rules states that the Overview and Scrutiny Management Committee will agree the appointment of non-voting co-optees for Committee or panels.
4. **Consultees and their opinions**  
Cllrs Julie Stewart-Turner and Rob Walker have been involved in the recruitment process and have considered the suitability of applicants. They are recommending that the applicants are appointed as co-optees subject to the conditions outlined in section 1.11.
5. **Next steps**  
Following the appointments applicants will be invited to participate in an induction programme that will include observing panel meetings. Support and training will be provided based on identified need.
6. **Officer recommendations and reasons**  
That OSMC formally appoint the five applicants set out in section 1.10 as new co-optees in preparation for allocation for involvement in scrutiny in the 2019/20 municipal year.
7. **Cabinet portfolio holder's recommendations**  
N/A
8. **Contact officer**  
Richard Dunne, Principal Governance and Democratic Engagement Officer, Tel: 01484 221000 Email: [richard.dunne@kirklees.gov.uk](mailto:richard.dunne@kirklees.gov.uk)
9. **Background Papers and History of Decisions**  
N/A
10. **Service Director responsible**  
Julie Muscroft, Legal, Governance & Commissioning

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OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – AGENDA PLAN – 2018/19

Date of Meeting	Item / Lead Officer	Comments
15 June 2018	Way of working 2018/19 - Penny Bunker Appointment / Allocation of Co-optees – Penny Bunker Re-establishment of Ad Hoc Scrutiny Panel - Penny Bunker Draft Scrutiny Work Programme – Penny Bunker Scrutiny Communications - Penny Bunker	
16 July 2018  11.00 Informal meeting Meeting Room 4	Overview of Transformation Programme ( David Hamilton) 10 .00 Scrutiny Panel Work programmes ( Panel Lead Members)  <b>Informal:</b> Action Log Scrutiny communication Inclusion and Diversity - Year 2 David Bundy	
3 September 2018  <u>9.30 start</u>  <u>Council Chamber</u>	<b>Informal meeting:</b> Play Strategy – An update on progress ( Rob Dalby) 9.30 a.m. Pre Scrutiny workshop - Cohesion and Integration Strategy 10.00 – 11.00 Action Log Scrutiny Comms / Plans for Council  <b>Public meeting: 11.00 a.m.</b> Crime and Disorder – Domestic Abuse – to consider the issue of domestic abuse in Kirklees and the partnership approach to tackling the issue. Panel Lead Member Reports Appointment of interim Co-optee Approval of Economy and Neighbourhoods Work programme	
1 October 2018	10.45 – Leader of the Council Priorities	Cllr Pandor

<p><b>10.00 a.m.</b></p> <p><b>Council Chamber</b></p>	<p>Ad Hoc Panel progress report</p> <p>Appointment of Interim Co-optee – Economy and Neighbourhoods Panel</p> <p><b>Informal:</b>  11.15 Draft 5 year Flood Risk Management Plan -  Including Update on community and member engagement  Action Log  Scrutiny Comms</p>	<p>Yolande Myers / Cllr Burke</p> <p>Carol Tague</p> <p>Tom Ghee ( Cllr McBride)</p>
<p><b>5 November 2018</b></p> <p><b><u>9.30 START</u></b></p> <p><b>Council Chamber</b></p>	<p>9.30 Inclusion and Diversity Update</p> <p>10.00 a.m. Refresh of Domestic Abuse Strategy ( Pre- Scrutiny)</p> <p>10.45 a.m. Introduction to new approach to Corporate Performance</p> <p>11.30 a.m. Consultation on Kirklees Hackney Carriage and Private Hire Licensing Policy</p> <p>12.00 <b>Informal:</b>  Action Log  Scrutiny Comms</p>	<p>David Bundy / Naz Parkar</p> <p>Saf Bhuta / Alexia Gray</p> <p>Mike Henry / Rachel Spencer  Henshall</p> <p>Russell Williams / Samantha  Lawton</p>
<p><b>7 January 2018</b></p> <p><b>10.00 – 12.30</b></p>	<p>10.00 Crime and Disorder (meeting 2)  - Annual Crime and Disorder Partnership Plan</p> <p>10.30 - Update on CCTV operation in Kirklees</p> <p>11.10 Q2 Corporate Performance – to determine scrutiny approach moving forward</p>	<p>Carol Gilchrist</p> <p>Will Acornley  Mike Henry / Rachel Spencer  Henshall</p>



	11.45 Lead Member Reports  <b>Informal:</b> Action Log Scrutiny Communications ( Council January)	
<b>4 March 2019</b>  <b><u>9.30 START</u></b>	9.30 Leader of Council – Update on Priorities 2018/19  10.00 Regional Update  11.00 Transformation Programme Update  11.45 Appointment of Scrutiny Co-optees  <b>Informal:</b> Action Log Scrutiny Communications	Cllr Shabir Pandor  Kate McNicholas / Nick Howe Cllr Light and Cllr Pandor  Rachel Spencer Henshall / Andy Simcox  Richard Dunne
<b>15 April 2019</b>  <b>10.00</b>	10.00 Kirklees Local Flood Risk Management Strategy - Annual Review of Progress against the Action Plan  11.00 Supporting and Growing the Community and Voluntary Sector  11.30 Lead Member Reports (incl end of year highlights)  <b>Informal:</b> Annual Report / Communications ( @ 11.45) KAL Commission ( pre scrutiny)	Tom Ghee  Rachel Spencer Henshall  Adele Poppleton

**To reschedule:** Draft Community Cohesion Strategy - Carol Gilchrist / Ali Amla ( September 19)

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