

Public Document Pack



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

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Friday 30 August 2019

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Old Court Room - Town Hall, Huddersfield** at **2.00 pm** on **Monday 9 September 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 Elizabeth Smaje (Chair)

Councillor Andrew Cooper

Councillor Harpreet Uppal

Councillor Andrew Marchington

Councillor Habiban Zaman

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of Committee

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

2: Minutes of Previous Meeting

1 - 8

To approve the Minutes of the meeting of the Committee held on 22 July 2019.

Contact: Penny Bunker – Governance and Democratic Engagement Manager

3: Interests

9 - 10

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.

4: 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.

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The meeting will hear any questions from the general public.

7: Leader of the Council Priorities 2019/20

Councillor Shabir Pandor, The Leader of the Council will set out his portfolio priorities for the 2019/20 municipal year.

8: Place Based Working - Update Report

11 - 52

To consider an update on the work that has taken place to develop the Council's approach to Place Based Working.

Contact: Rachel Spencer Henshall – Strategic Director
Corporate Strategy, Commissioning and Public Health.
Carl Whistlecraft, Head of Democracy

Tel: 01484 221000

9: Request to establish a Joint Health Scrutiny Committee

53 - 56

To consider a request to establish and appoint the membership of a joint health scrutiny committee to review proposed changes to specialist vascular services for adults in West Yorkshire.

Contact: Richard Dunne – Principal Governance and
Democratic Engagement Officer

Tel: 01484 221000

10: Scrutiny Panel Lead Member Reports

57 - 64

The Lead Members of the 4 scrutiny panels will provide an update on the recent work of their panels.

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

11: Date of Next Meeting / Agenda plan

65 - 66

- To confirm arrangements for an additional meeting of the Committee in October 2019
 - To note that the next scheduled meeting of the Committee will be held on Monday 4 November 2019 at 2.00pm in Huddersfield Town Hall.
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Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 22nd July 2019

Present: Councillor Elizabeth Smaje (Chair)
Councillor Andrew Cooper
Councillor Harpreet Uppal
Councillor Andrew Marchington
Councillor Habiban Zaman

13 Membership of Committee

There were no apologies.

14 Minutes of Previous Meeting

The minutes of the meeting held on 17 June 2019 were agreed as a correct record.

15 Interests

Cllr Cooper and Cllr Uppal declared an other interest in item 9, Overview of Climate Emergency Working Party, as they were members of the working party.

16 Admission of the Public

It was agreed that all agenda items would be considered in public session.

17 Deputations/Petitions

No deputations or petitions were received.

18 Public Question Time

There were no questions from members of the public.

19 Effective Regional Working in Kirklees

The Overview and Scrutiny Management Committee considered a report which provided an overview of regional working and set out key work areas for the coming year.

New members of the Committee noted that Kirklees work at regional level contributed to growth and a share in the benefits of the Leeds City Region which was aiming for an extra £5.2bn of additional economic output, achieving 62,000 extra jobs. Future government funding opportunities are likely to come through and be administered by the Leeds City Region Partnership. In terms of funding and investment Kirklees has successfully secured upwards of £140m from the growth deal and transport fund pots. Schemes about to commence on site included the A62 smart corridor and the A629 phase 5 in Huddersfield.

The report continued to outline other headline projects that had benefited in Kirklees including the 3 enterprise zones and the superfast broadband contract. Kirklees

Overview and Scrutiny Management Committee - 22 July 2019

small and medium sized enterprises had drawn down 19% of all grants approved from just a 13% SME base across West Yorkshire.

The report continued to set out the objectives and outcomes for regional working over the next 12 months which included:

- Continued progress and delivery of major schemes
- Identifying Kirklees's key priorities
- Delivering Kirklees's ambitions
- Ensuring that Kirklees continues to take advantage of future investment
- Improved collaboration with neighbours
- Working with West Yorkshire Combined Authority to increase the focus on town centre regeneration to support the Town Centre Master Plan.
- Make the most of cultural, tourism and sporting opportunities
- Ensure the Council is in a position to take advantage of future rail investment
- Influence the One Yorkshire proposals for devolution
- Improve support to Councillors to understand what is going on with regional working

Appended to the report were the details of the West Yorkshire Combined Authority Committee appointments and representatives for Kirklees for 2019/20 together with information on the governance arrangements.

In considering the report Cllr Cooper questioned how proposals at a regional level, including use of the transport fund, dovetailed with climate emergency considerations including the target to reduce emissions. Angela Blake, Service Director, Economy and Skills advised that no detailed appraisal scheme had yet been developed but there was a need to build climate emergency considerations into the appraisal of new schemes. Cllr Cooper indicated that the Green Economy Panel at Leeds City Region had a quasi scrutiny role to look at all policies.

The Committee continued to discuss Kirklees business grants and asked for a breakdown to be provided on how grants with distributed between new businesses and existing businesses. There was discussion on the distribution of funding from the City Region as a whole and how Kirklees compared with adjacent authorities. Ms Blake indicated that Kirklees compared well with neighbouring authorities however less so with Leeds or Bradford. The Committee continued to discuss the transparency of combined authority decision making. It was now possible to see details of projects on the Combined Authority website but it was suggested that information should be cascaded to be more available in Kirklees. There was currently no information, unless that came through in the form of consultation, about what is happening and the progress of schemes. Whilst Councillors attending West Yorkshire Combined Authority meetings may receive information, this was not cascaded and members of the public were not able to feed into the process. The Committee suggested that Kirklees members of the West Yorkshire Combined Authority needed to be supported to feed back information to ensure a greater level of transparency.

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The Committee discussed how inequality was impacted as part of funding considerations. Ms Blake agreed equality had to be part of any appraisal system moving forward.

RESOLVED -

- (1) The Committee thanked Angela Blake for the update on regional working
- (2) That statistical information be provided on the types of businesses receiving grants
- (3) That further clarification be provided on the appraisal process for funding, including how councillors are made aware of outcomes for Kirklees projects.
- (4) That further information be provided on how equalities issues are considered as part of appraisal processes.

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Domestic Abuse Strategy 2019-21

Saf Bhuta, Head of Safeguarding and Quality attended the meeting to provide an update on the progress of the revised Domestic Abuse Strategy. The Committee noted that the revised Domestic Abuse Strategy would be considered by Cabinet on 10 September 2019. The report continued to set out the background to the strategy including the shift in emphasis to a 'whole picture response' to domestic abuse that encourages a focus on prevention. Governance of the area of domestic abuse is undertaken by the Kirklees Communities Board and is a priority within the Safer Kirklees Partnership Plan.

The report continued to set out the strategic vision for the next 3 years underpinned by 4 strategic priorities which were:

- Act before someone harms or is harmed
- Identify and stop harmful behaviours
- Increase safety for those at risk
- Supporting people to live the lives they want after harm occurs

Each priority will be supported by an action plan with an agreed set of measures which would be supported by service specific performance measures.

The Committee noted that the domestic abuse strategic partnership had been working with the council's policy team and communications team to draw up an engagement period over the summer, which included staff engagement sessions and a Councillor training programme; raising awareness of domestic abuse through supporting preventative work and other campaigns; and a robust communications plan for when any domestic homicide reviews had been approved for publication by the Home Office. A copy of the current version of the strategy was appended for comment. In considering the report the committee explored how the partnership would take forward the work and asked that copies of the action plans, when available be shared with the committee.

Cllr Cooper asked how the additional budget allocation of £400k for domestic abuse would be allocated. Mr Bhuta identified 3 key areas:

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- Sustain critical services, including the independent domestic violence advocates
- Fund a learning and development officer
- Community development work including network development, place based work and identifying good practice

The Committee asked for a breakdown of how much of the funding would be supporting existing activity and what budget would be used for transformational and new activity. It was noted that the new place based leads would be including domestic abuse as potential areas for funding using the locality monies agreed at Annual Council. The discussion continued to look at the challenges around provision of supported accommodation at a local level. Saf Bhuta agreed to provide further information on this issue. The committee also welcomed the increased awareness raising in schools and improved communication to better support young people who had witnessed or been victims of domestic abuse.

RESOLVED -

- (1) Saf Bhuta was thanked for attending the meeting to present the report.
- (2) That a copy of the Action Plan supporting the strategy be circulated to the committee once it has been approved by the strategic partnership.
- (3) That further information on accommodation issues, including sufficiency and timelines, be provided.
- (4) That updated prevalence information be circulated.
- (5) That a breakdown on the allocation of funding be provided to indicate existing services and other areas of investment to progress strategic change.
- (6) That consideration be given to the clarity of the governance system.

21 **Kirklees Climate Emergency Declaration - Update on the Work of the Council Working Party**

The Management Committee considered a progress report on work to deliver the actions required by the council's motion declaring a climate emergency. Cllr Murgatroyd, Chair of the Climate Emergency Working Party, Cllr Mather, Cabinet Portfolio Holder and John Atkinson, Economic Resilience Project Officer attended the meeting to discuss the report.

The report reminded councillors that the council passed a motion in January 2019 which established a councillor led climate emergency working party to oversee the development of a report and action plan on how the council might be proactive in addressing the impacts of the climate emergency.

The Committee noted that the Council's existing carbon emission reduction targets were as follows:

- Council – to achieve a 40% reduction in carbon emissions by 2020-21 based on the 2005-06 base line. Progress 2017/18 – 32% reduction
- District wide – to achieve a 40% reduction in district carbon emissions by 2020-21 – progress in 2016 35% reduction.

Overview and Scrutiny Management Committee - 22 July 2019

The report continued to explain the approach being taken by the Climate Emergency Working Party to carry out an audit of council services to look at areas where significant carbon savings could be made. The results of the ongoing audit would inform the action plan to be included in the Working Party's report to Council. The work was closely aligning to the council's approach to air quality management under the clean and green corporate priority.

It was noted that the council had also sought external advice and best practice to help inform its work. It was likely that a Kirklees climate partnership body would be required to take forward any agreed action plan.

Prior to the discussion Cllrs Cooper and Uppal declared an other interest in the item as they were both members of the Climate Emergency Working Party. Councillor Murgatroyd, Chair of the Working Party explained the challenges faced by the group as the issues cut across all areas of council work. The Working Party had taken a themed approach to try to identify work that was currently under way to mitigate climate emergency issues as well as what the council might do if resources could be prioritised. The Working Party recognised that communications was a critical issue both with staff in the council but also with the wider public.

One of the biggest challenges was the limited staff resources to support the audit work as the council no longer had a dedicated environment unit. Funding had been sought to provide additional resources to support the work.

The Committee asked that it be provided with more detail on the milestones for the working party and the plan of how work was being undertaken. The Committee noted the Leeds city region target of net zero carbon by 2038 and asked how achievable that was for the council based on the current carbon reduction achieved. Mr Atkinson explained that the remit of the CEWP was to pursue a district wide approach not just the council and the council would track its own admissions from primary data. Government data sets would be available to enable the council to create carbon pathways for the future. A tool developed by the Tindall Centre would help support understanding the Kirklees position.

The Scrutiny Committee considered it important to look at the current base of what we have already achieved and can build on. It was agreed that in looking to achieve the Leeds City Region target of zero net carbon by 2038 it was very ambitious and would require increased action year on year.

RESOLVED -

- (1) Councillor Naheed Mather, Cllr Richard Murgatroyd and John Atkinson were thanked for attending the meeting.
- (2) That consideration be given to the points raised in the discussion including:
 - Linkage to the draft carbon budget
 - Identifying existing projects that can continue to form part of achieving the revised target.
 - Consideration of how strategic opportunities and partnership working is reflected in the report / action plan to Council.
- (3) That future reports include, where appropriate, timescales and milestones.

22 The Scrutiny Work Programme 2019/20

Following discussions at scrutiny panel meetings, the Management Committee considered the final versions of the proposed work plans for the four scrutiny panels.

In considering the proposed work programmes it was noted that the issue of preparation for leaving the European Union would be covered within the Corporate Scrutiny Panel. However where there were areas of specific economic focus these could be considered within the Economy and Neighbourhoods Panel.

Three panels had identified place based working as an area of interest however it was agreed that the initial briefing on the issue would be considered by the Overview & Scrutiny Management Committee. The commercial strategy had also been added to the Corporate Scrutiny Panel work programme.

When looking at the Children's Scrutiny Panel work programme the issue of children's adolescent mental health services had been identified and the lead member for the children's panel and the lead member for the health & adult social care scrutiny panel were asked to ensure there was no duplication in work on mental health services.

In respect of the Economy & Neighbourhoods Scrutiny Panel it was noted inclusive growth would be considered by the Management Committee in the first instance as it was linked to the responsibilities of the Council Leader at regional level. The Economy & Neighbourhoods Panel also intended to look at sustainable transport in particular public transport. Community Infrastructure Levy and section 106 funding was also included on the programme as current work was being undertaken to look at the effective use of the funding.

Cllr Smaje suggested that the committee might wish to look at the outcomes of the corporate peer review but agreed in the first instance to discuss those at her Chair's briefing with the Chief Executive.

RESOLVED -

- (1) The Committee noted verbal updates on work programme issues, following further discussions at Panel meetings.
- (2) The Corporate Scrutiny Panel would lead on Council preparations for leaving the European Union. Detailed economic or business considerations could go to the Economy and Neighbourhoods Scrutiny Panel.
- (3) The Scrutiny Committee will take the lead on place based working and keep under review whether scrutiny panels need to look at particular areas of focus.
- (4) That consideration be given to the way forward by Lead Members for Children's and Health and Adult Social Care Panels if there is a risk of overlap in looking at access to mental health support.
- (5) Inclusive growth will be considered by the OSMC as part of a regional update.
- (6) The Economy and Neighbourhoods Scrutiny Panel will also consider the outcomes for the new ward based action team approach.

23 Scrutiny Communications

The Management Committee noted that the annual report was being prepared for consideration at Council in September. Cllr Smaje also asked that each standing panel provide one article on recent work to form part of a bulletin to also be made available for September Council. The bulletin would also include areas of scrutiny coming up in future meetings.

The Committee was asked if Councillors would take part in short video clips to explain their role as lead members and chair of scrutiny. The Committee agreed to this request.

RESOLVED -

- (1) The Committee noted that the Scrutiny Annual Report would be considered at Council in September 2019.
- (2) It was agreed that all Lead Members would identify one issue to include in a Scrutiny Bulletin to be prepared in time for Council In September.

24 Scrutiny Committee Work Programme 2019/20

The proposed work programme for the scrutiny committee was noted subject to the inclusion of the areas that had been discussed as part of the wider scrutiny work programme item.

RESOLVED -

- (1) The Committee noted its work programme for the 2019/20 municipal year.

25 Date of Next Meeting

It was agreed that the next meeting of the Committee would be held on Monday 9 September 2019.

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

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 and Scrutiny Management Committee

Date: Monday 9 September 2019

Title of report: Place Based Working – Update Report

Purpose of report:

To provide Overview and Scrutiny Management Committee with an update on the work that has taken place thus far to develop our approach to Place Based Working

| | |
|--|---------------------------|
| 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? | Not Applicable |
| Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)</u> ? | No |
| The Decision - Is it eligible for call in by Scrutiny? | Not Applicable |
| Date signed off by <u>Strategic Director</u> & name | Rachel Spencer Henshall - |
| Is it also signed off by the Service Director for Finance IT and Transactional Services? | Not Applicable |
| Is it also signed off by the Service Director for Legal Governance and Commissioning Support? | Not Applicable |
| Cabinet member <u>portfolio</u> | Councillor Cathy Scott |

Electoral wards affected: All

Ward councillors consulted: All councillors, at relevant Council meetings, have had the opportunity to comment on Place Based Working as set out in the Corporate Plan and the proposals in respect of Place Partnerships and Ward / Sub Ward Partnerships. Ward councillors have been part of the development and implementation of our approach to citizen engagement as specifically set out in this report.

Public or private: Public

Has GDPR been considered? There are no GDPR considerations in respect of this report and the proposals contained therein

1. Summary

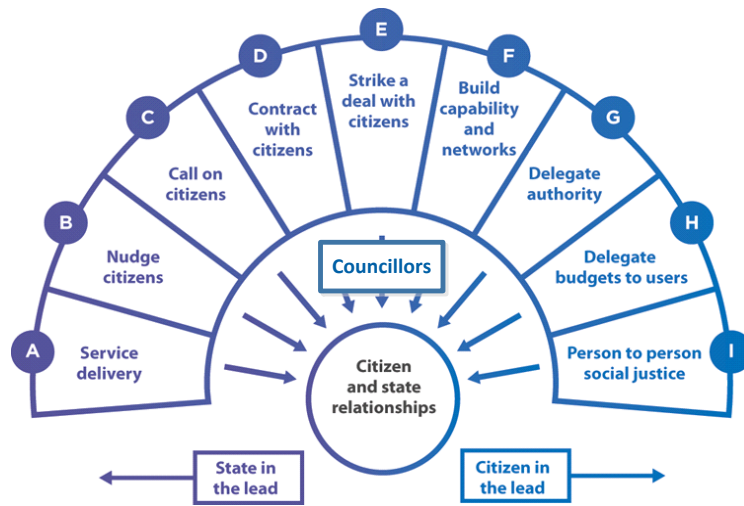
- 1.1 In the context of Overview and Scrutiny Management Committee's work programme this report seeks to provide an update on the progress made in beginning to develop an approach to Place Based Working with specific reference to the following:
- The wider strategic context;
 - Place Partnerships;
 - Ward and Sub Ward Partnerships;
 - Citizen engagement and the Place Standard;
 - Proposals with regards to the strategic co-ordination and operational support to the above.
- 1.2 In light of the early stages of the work it is important to engage Overview and Scrutiny in the development of the above and to understand how Overview and Scrutiny Management Committee would wish to be involved in the context of its wider role moving forward.
- 1.3 The Director of Corporate Strategy, Commissioning and Public Health will supplement the content of this report with a detailed presentation for Overview and Scrutiny Management Committee setting out the direction of travel to date.

2. Information

The wider strategic context:

- 2.1 Place-based working is one of the core elements of [Kirklees Council's Corporate Plan](#). Our developing approach is predicated on the view that citizens and communities are best placed to know their own local challenges and the strengths they have within them, but they can't always achieve change alone.
- 2.2 It is the whole 'system' in which people live, work and play – and the organisations involved – that need to change, and support change, alongside communities. Bringing services in the system closer to people and putting communities and their representatives at the heart of their design and delivery can massively increase their impact for citizens.
- 2.3 In practical terms what this means is:
- We will use a range of local information, insight and intelligence to help us achieve the best outcomes for individuals and communities:
 - We will work to understand geographical areas, and networks and assets within them:
 - We will work with all our partners to make sure geographically that the 'whole system' of Kirklees is aligned sensibly around local places with which people identify:
 - Solutions will not be 'one size fits all', but wherever possible tailored to meet personal and local requirements;
 - We will bring multi-agency teams together around a 'place', sharing their knowledge and skills;
 - Working in the best interests of the community and the people – not the organisation(s);

- Having different conversations with residents and really getting to understand the community;
 - Taking a common sense approach to supporting people to help themselves;
 - Understanding the value of each interaction we have.
- 2.4 From a strategic perspective there is an acknowledgement that the concept of working in 'places' often gives rise to debate over geographical boundaries. Organisational boundaries often don't make sense to residents living in these places.
- 2.5 It is therefore important to acknowledge that one of the strengths of Kirklees is that it is a dynamic, diverse, vibrant network of towns, people and communities, which can't and shouldn't be neatly defined. That said it is crucial that we show how Council Wards sit at the heart of all our 'geographies' and are the building blocks for our developing approach to Place Based Working.
- 2.6 In this context it is important to bear in mind that the Council is committed to building an integrated Health and Social Care offer with its partners in the NHS. To that end, the 9 'Clusters' of Primary Care Networks are the key groupings the Council will look to align its 'Place-Based Working' with. In so doing we will need to be clear how services and staff are aligned with each network.
- 2.7 The Council's 4 Early Intervention and Prevention (EIP) Hubs in Huddersfield Civic Centre, Dewsbury Town Hall, Batley Town Hall and Slaithwaite Town Hall provide a physical base for partners working in an area, particularly mobile workers who do not physically work from a fixed location. These can support a multi-agency approach through the physical collocation of staff.
- 2.8 We are mindful that whilst Place Based Working is not necessarily a new concept we acknowledge that it is important to understand where we are starting from, the challenges we face and the views and perspectives of other stakeholders such as our partners. It is for this reason that the Council commissioned [Collaborate](#) to assess the current perspectives of local stakeholders and the Council regarding:
- Understandings of place based working;
 - The current situation;
 - Barriers and opportunities to going further.
- 2.9 A copy of the summary report produced by Collaborate is attached at Appendix 1. It provides a very helpful starting point for us to begin to map out some of the next phases of work from a strategic and partnership perspective. The views of Overview and Scrutiny Management Committee in terms of the findings and potential next steps would be welcomed.
- 2.10 Management Committee will recall that the findings of the [Kirklees Democracy Commission](#) placed a strong emphasis on the notion of the Active Citizen and the need for the council to look at changing the relationship it has with its citizens. The Commission drew heavily on the work of the Staff College work "Changing the Narrative (see diagram below):



2.11 In light of this we have commissioned the [New Citizenship Project](#) to use their expertise to help us develop a core narrative that describes our changing relationship with our citizens. So far their work has involved using co-creation in two areas – Fieldhead and Ashbrow. The Council has received the initial feedback which it is hoped will begin to form the basis of the building blocks for the cultural change that will need to take place across the organisation and will facilitate how we get staff to work in different ways in places. It would be helpful to have a more detailed discussion with Management Committee once the findings have been considered from an officer perspective.

2.12 The final consideration from a strategic perspective is the [Chief Executive's report](#) that was considered and agreed at Annual Council in May. As members of Management Committee are aware the paper introduced Place Partnerships and Ward and Sub Ward Partnerships as some of the practical mechanisms by which we will begin to plan and deliver Place Based Working. The information set out below details the work that has taken place thus far to progress the two.

2.13 In conclusion it is hopefully clear that the building blocks for creating the conditions for Place Based Working are now beginning to take shape although there is clearly much more work to do in terms of the following:

- Finalising our narrative for Place Based Working for both the Council and our partners;
- Continuing to work on the notion of geography across and within organisational boundaries;
- Being clear as to the relationship that we want to have with our citizens and thereafter progressing the work to deliver the cultural change across services and partners;

These areas of work will need to form part of a wider programme of work that is yet to be defined in a comprehensive way.

Place Partnerships:

2.14 The creation of Place Partnerships is predicated on the view that there are strategic issues that are best responded to on a geography greater than a Ward. The intention is that intelligence/data will be used to determine the key theme to be considered at Place Partnership level. For 2019/20 the theme is improving mental health outcomes and domestic abuse. An additional £1m and £400k respectively has been put in to the 2019/20 budget to support this.

2.15 Place Partnerships cover the following geographies which have been determined using demographics as a basis:

- Huddersfield North – Cllr Ullah;
- Huddersfield Central - Cllr Alison;
- Huddersfield Rural – Cllr Armer;
- Colne Valley – Cllr Murgatroyd;
- Dewsbury – Cllr Asif;
- Spenn Valley – Cllr A Pinnock;
- Batley, Birstall and Birkenshaw – Cllr Lowe

A Place Partnership Lead Councillor (role profile attached at Appendix 2) has been identified for each geography who will work with Ward Councillors using the data/intelligence to propose interventions that will lead to better outcomes. They will refer recommendations to Cabinet on how the additional £1m will be spent.

The funding is expected to support local mental health / domestic abuse initiatives whilst also supporting and building local voluntary/community capacity.

2.16 By way of an update, the following actions have been progressed since Annual Council:

- The Place Partnership Lead Councillor role profile has been considered by the Members Allowances Independent Review Panel who have recommended that the role is paid at Band D (£5,009). This will be considered by Council in September;
- Two sessions have taken place with the 7 Place Partnership Leads. They have agreed how they will work together as a collective and have agreed an overarching framework for how they will progress their work (attached at Appendix 3). Dedicated officer support has been identified for the 7 Leads;
- The first meetings to discuss the intelligence findings for each Place have been arranged to take place in September;

2.17 The project plan attached at Appendix 4 seeks to set out the indicative phases of work having regard to the framework agreed by the 7 Place Partnership Leads. There is an acknowledgement that this is likely to be subject to a degree of slippage. The 7 Place Partnership Leads are mindful that their work will need a longer time frame than the initial 12 months in light of work not realistically beginning until July.

Ward and Sub Ward Partnerships:

2.18 The Kirklees Democracy Commission, in developing its overarching narrative, was very clear that a borough of the size and diversity of Kirklees needs to build outwards from its towns, villages and communities. It needs to harness the strength of local identity through genuine engagement, identities that do not always neatly fit into our artificial boundaries. In accepting the Commission's recommendations we have made a commitment to grow our local democracy from the ground up, based on local identity and by developing an environment whereby our commitment to Active Citizens can be nurtured. This is an overriding principle that informs what we seek to design.

2.19 Building on this point, our strategic approach to place based working has recognised that the electoral ward is a key boundary and core building block. It acknowledges representative democracy as the foundation of our work and puts councillors at the heart.

In so doing it implicitly acknowledges the diversity of our places. It is for these reasons that we need to consider local identity at a sub Ward level in this context. This will require a more nuanced and flexible approach and the Place Standard (see below) is an important asset in this context given that we have already begun to organically engage in a wide variety of contexts and places.

- 2.20 In light of the above, the Chief Executive's report to Council recognises that a core part of the role of a councillor is to work with and alongside communities to build community capacity within their Wards, alongside the council and its partners, using the totality of resources available to facilitate activity. In this context councillors are best placed to identify where gaps in capacity exist, using the intelligence and insight they hold about local need and aspiration. It also recognised the Ward as an important building block in Place Based Working.
- 2.21 With this in mind the report introduces the proposal that for those wards that produce a Ward or Sub Ward Plan with clear priorities, this will be a pre-cursor, if required, to a Ward or Sub Ward Partnership, which can be established to deliver against those priorities. Ward or Sub Ward Partnerships are an opportunity for Councillors, Council staff from key service areas, the Police, the voluntary sector and other key stakeholders to come together to ensure opportunities are identified and actions taken to deliver the aspirations and ambitions in the Ward or Sub Ward plan.
- 2.22 It is recognised that the approach to Ward Partnerships will need to be flexible, with no set model. It is for the Ward members and partners to decide, but there will be a commitment to ensure resources are made available where possible to deliver local aspiration for Wards and Sub Wards.
- 2.23 Initial work indicates that 15 Wards have (or are in the process of developing) a Ward Forum / Ward Partnership or have a Parish / Town Council. We already have mechanisms by which we can plan engagement and consider how we respond in these areas which is a real strength from which to build.
- 2.24 Given that engagement is a pre-cursor to a Ward or Sub Ward Plan, and thereafter a Ward or Sub Ward Partnership, it has been agreed that our place based engagement activity, using the Place Standard, is the principal mechanism and tool around which our approach to Ward and Sub-Ward Partnerships is developed. The approach should have three broad stages:
- Stage 1 How Good is Your Place? - Commission and lead place based engagement at a Ward and / or Sub-Ward level. This will be influenced by a number of factors, the principle one being the needs and priorities of Ward members although the planned engagement of our partners would need to be factored in. Some will also be citizen-initiated or opportunistic. This will mean that approaches will differ and flex to local circumstance and need. This means that the way in which we plan and deploy our resources will also need to flex;
 - Stage 2 Let's Make it Better Together – Which constitutes the response to place based engagement, formulated into a Ward or Sub-Ward Partnership Plan. It will be important to ensure that services and stakeholders work collaboratively to deliver planned programmes of work, having everything in view, with councillors at the heart. This should link to accessing and leveraging in resources in a collaborative way across the partnership and in particular through different approaches such as civic crowd funding. The Ward and sub-Ward Partnership

should have all available resources in view so that they can plan and respond to priorities and opportunities in a considered way. This is not currently the case and will require detailed work and cultural change;

- Stage 3 How Are We Doing? – Will involve monitoring and openly communicating Partnership Plan delivery and ensuring that re-engagement takes place to test that desired outcomes and citizen aspirations have been met. This is not about councillors holding services to account but having responsibility for leading the delivery of outcomes through partnership working and co-production. The Place Standard tool would be the basis for re-engagement in order to consistently demonstrate progress and impact.

- 2.25 The three stage process could be delivered using high profile “events” in Wards as opposed to routine and scheduled meetings, especially at the engagement phase. All of the three stages will be done in plain sight. We will share our work as it progresses, being honest about what can be done, what can’t and why. In suggesting the above approach there is a presumption that Ward and Sub-Ward Partnerships have a strong focus on place shaping and less on place mending and issue resolution. Some place mending will inevitably take place in response to engagement but Ward and Sub Ward Partnerships are not intended to be a mechanism for dealing with specific resident issues and case work. If there is a need for such mechanisms they should be designed to explicitly sit outside of this process.
- 2.26 It is felt that adopting such an approach will allow us to begin to develop, over time, a clear sense of the priorities and aspirations that citizens have for their places. We will develop a genuine “bottom up” picture of Kirklees that is strength-based and reflective of aspirations. It involves an approach that seeks to work with citizens from the outset and sees them as an important asset as part of co-producing solutions, and in some cases directly leading the implementation of those solutions. This is a cultural change that will take time.

Citizen engagement and the Place Standard:

- 2.27 As part of its work the Kirklees Democracy Commission discovered from a wide range of sources that the council’s approach to “consulting” with its citizens and communities is no longer an effective model. Citizens are increasingly sceptical of consultation. They believe that the process is a tick box exercise where the outcome has been decided in advance. They seek genuine engagement and dialogue which is designed in a way that takes citizens on an ongoing journey rather than picking them up and dropping them in the way that consultation is perceived as currently working. The Commission, in advocating the notion of Active Citizen, acknowledged that local people are more likely to have a stake in the place that they live, work or visit if there is a more genuine approach to engagement and ongoing dialogue. This has guided the approach taken.
- 2.28 Through the Democracy Commission Cross Party Working Group work has taken place to respond to the Commission’s recommendations in a number of ways. Firstly, a set of citizen engagement principles (attached at Appendix 5) have been developed and are now being used as a basis for building a different dialogue with local people and create an environment where the notion of the Active Citizen can begin to develop and flourish. A cross service / partnership Citizen Engagement Reference Group (terms of reference attached at Appendix 6) has been established to have oversight of all planned citizen engagement to ensure that it is co-ordinated and accord with the principles. It meets on a monthly basis.

2.29 Secondly, the Council has adopted the [Place Standard](#) tool and methodology as the principle means by which place based engagement will be carried out. This step was taken following an intense cross-service pilot which took place in the Golcar Ward from 16th July 2018 to 4th August 2018. Since then an organic approach to the use of the Place Standard has been adopted which has involved engagement being planned and commissioned based on three broad categories:

- Opportunistic i.e. taking advantage of significant place events to undertake engagement e.g. the Huddersfield Town Centre blueprint;
- Councillor-initiated i.e. in instances where councillors wish to commission and undertake engagement in parts or across their Ward;
- Community / citizen initiated i.e. in instances where community groups approach the council to assist them in undertaking engagement

2.30 The project plan attached at Appendix 4 provides details of completed and planned activity. To date Place Standard engagements have been delivered in 8 neighbourhoods covering 5 Wards, engaging approximately 1750 citizens. Further engagement activity is planned in 19 neighbourhoods covering 11 wards (all involving councillors). These are a mix of councillor initiated (including a Town Council), community led or service led where there is an opportunity to influence investment (e.g. KNH). Place Standard engagement is currently taking place to inform the Huddersfield Town Centre Masterplan / Blueprint. In terms of staff resources, over 200 people have received training in delivering Place Standard conversations. This includes staff from 26 service areas, 12 councillors, 6 voluntary organisations and 39 residents.

2.31 Whilst there continues to be much more work to do in terms of planning, co-ordinating and commissioning our engagement activity the Place Standard approach is allowing us to begin to develop a much more nuanced understanding of our diverse places both in terms of the challenges they face but more importantly the aspirations they have. Over time we hope to develop a detailed picture which increases our level of understanding in a way that:

- Is based on local identity;
- Facilitates a more cohesive and joined up response;
- Is conversational and intended to bring citizens with us both in terms of dialogue and co-creating solutions;
- Allows us to re-engage to understand the difference that has been made.

Strategic co-ordination and operational support:

2.32 We know that planning and delivering a new approach to Place Based Working will be complex, challenging and needs to be done over a longer time frame. Evidence and practice from elsewhere tells us that it takes years, not months, to develop and embed change on the scale that we are focussing on. We are now at a point where we believe the key ingredients are in place (as set out in this report) but similarly recognise that these need to be brought together into a more cohesive programme of work across the council and our partners. This will be a key area of focus over coming months both in terms of programme development and organisational support.

2.33 From an operational perspective the developing approach to Place Partnerships, Ward and Sub Ward Partnerships and citizen engagement will be principally co-ordinated and facilitated by the Active Citizens and Places Team. That said their development and

success is predicated on a systems-led approach to Place Based Working that involves all stakeholders. With this in mind Strategic Directors are now working on the operating model for Place Based Working. The corporate centre is looking at enabling support to facilitate this operating model in order to respond to place based engagement and to make best use of working together in a place. In defining the full programme of work this will involve:

- Widening the dialogue with councillors through a range of approaches including:
 - Conversations with political groups;
 - Engagement with Ward councillors in the context of Place Partnership work;
 - Ongoing conversations with Ward councillors to determine the focus and sequencing of Place Standard engagement;
 - Understanding the expectations of Overview and Scrutiny Management Committee in terms of their role in influencing the development of Place Based Working.
- Determine the governance arrangements for the next phases of work;
- Develop a communication plan around the programme.

2.34 In addition a project team including representatives from all Council services that manage and let out spaces, the Communities team and Commercialisation team has been set up to take forward work on how we enable the third sector to access Council spaces. The team are currently bringing together data and intelligence about how our spaces have been used in the last year, by whom and the fee charges that have been associated with this. This will enable us to better understand the current situation and the issues that occur. Once that information has been gathered, the team will work with a wider group of stakeholders including the third sector to identify challenges and opportunities to changing our approach to a more place based way of working. They will then develop the new approach to making spaces available to the third sector and make the policy changes necessary to facilitate this.

2.35 A Kirklees Grant Managers Group has been set up improve the coordination of grants across Kirklees and to increase understanding of the local funding environment. The group is led by One Community and facilitated by the Council. This will help to target funding and resources in a more effective way and enable issues to be shared and resolved in a collaborative way. The 'Supporting the Third Sector in Kirklees' contract is being taken forward by Third Sector Leaders and covers four areas: volunteering, infrastructure, finance and migration support. The aim of this contract is to increase capacity and opportunity within the local third sector by:

- Increasing the levels, diversity and quality of volunteering
- Support the effectiveness, development and income of third sector work in Kirklees.
- Improve the financial management of local organisations
- To increase and recognise the contribution made by volunteers from migrant communities

3. Implications for the Council

- **Working with People**

Our developing approach to Place Based Working is intentionally people-centred, growing outwards from communities based on local identity. Working in Ward and Place

Partnerships, and using the Place Standard as our principal means of place based engagement, is intended to ensure that officers, councillors and citizens are working in partnership to deliver outcomes.

- **Working with Partners**

The success of Place Based Working is predicated on a systemic approach which requires the active involvement of our partners both strategically and operationally. We are already seeing positive examples of partnership working and co-creation both in terms of active partner involvement in the Citizen Engagement Reference Group and Place Standard delivery in Wards and neighbourhoods.

- **Place Based Working**

This report is wholly about Place Based Working.

- **Improving outcomes for children**

Place Based Working will inevitably incorporate the consideration, discussion and progression of issues that will improve outcomes for children within neighbourhoods, Wards and Places.

- **Other (eg Legal/Financial or Human Resources)**

N/A at this stage

4. Consultees and their opinions

The following have been consulted on various aspects of this report and informed specific areas of work as they have developed:

Rachel Spencer Henshall, Director of Corporate Strategy, Commissioning and Public Health endorses the contents of this report.

Councillor Cathy Scott, Cabinet Member with responsibility for Place Based Working endorses the contents of this report

The Democracy Commission Cross Party Working Group who have been actively involved in the development of a number of areas of work including the citizen engagement framework and the developing use of the Place Standard. The Working Group received an update on Place Based Working at their meeting on 19 August 2019 and made the following comments / observations:

- The importance of building community capacity whilst being mindful of not being over-reliant on that capacity where it already exists. It is important to widen capacity beyond those who are already actively contributing;
- The importance of volunteers in the context of Place Based Working and recognising that many volunteers do so in a number of different areas;
- Being mindful of the possibility that putting citizens at the heart of our approach may result in challenging our established policies and strategies;
- A level of concern as to how we define places and the extent to which we impose geographical footprints on citizens. The issue of Primary Care Network boundaries crossing different Council boundaries was referenced as an example;
- The ways in which we work with Parish and Town Councils as part of Place Based Working;

Where Place Standard engagement has been planned and delivered relevant Ward councillors have been involved throughout the process, providing guidance and leadership and in all cases being directly involved in the engagement.

The 7 Place Partnership Leads have co-created and agreed the framework for Place Partnership development as set out at Appendix 3

5. Next steps and timelines

See the information set out at paragraphs 2.32 and 2.33 above and the draft project plan attached at Appendix 4. There is an acknowledgement that more work needs to take place to put in place a cohesive programme now that all of the key building blocks are in place.

6. Officer recommendations

That Overview and Scrutiny Management Committee:

- Consider and comment on the information set out in this report, in particular the findings of the Collaborate report;
- Provide a steer with regards to the direction of the next phase of work;
- Determine how Overview and Scrutiny wishes to consider this issue moving forward.

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

Carl Whistlecraft, Head of Democracy

Carl.whistlecraft@kirklees.gov.uk

9. Background Papers and History of Decisions

The Corporate Plan presented to Council on 11 July 2018

The Corporate Plan Refresh presented to Council on 17 July 2019

Ward and Place Partnerships report to Council on 22 May 2019

Place Partnership Lead Role report to Council on 22 May 2019 (the allowances element of this will be considered at Council on 18 September 2019 following referral by Corporate Governance and Audit Committee on 17 August 2019)

10. Strategic Director responsible

Rachel Spencer Henshall, Director of Corporate Strategy, Commissioning and Public Health

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Appendix 1

Place-based working in Kirklees

Final Report

July, 2019

SUMMARY REPORT

"We have a place-based vision for Kirklees. The era of 'The Council' alone making decisions and delivering services to 'clients' or 'service users' is a model that is no longer sustainable."

Together We're Kirklees – A Strategic Framework (2018)

"Everyone says we are great at thinking about things; less good at doing. Now we need to get on and do."

Council voice

Context

- Summary
- Context
- Project goals
- Key findings
- Understanding of PBW
- A way forward

- **Kirklees has huge potential:** from its diverse population, to the beauty of the physical environment, to the locational proximity to three economic hubs; it has strong and distinctive local communities, digital connectivity, and a university; it has economic strengths from industrial heritage, regeneration opportunities, and global exposure; and it has a history of high civic capability
- **But it also faces challenges:** from community cohesion, to local growth, to inequality, to poor physical connectivity; 'Kirklees' is more an administrative boundary than a place people identify with; austerity has hit hard, with Kirklees Council the 8th worst affected by government cuts (by population)
- **An ambitious vision:** Kirklees Council want to transform support for residents through place-based working (PBW), as a more effective (and cost-effective) means to make progress on the 7 Shared Outcomes for residents set out the strategic plan. We describe this developing model as **the Kirklees Way**

Context – why place-based working?

- Summary
- Context
- Project goals
- Key findings
- Understanding of PBW
- A way forward

- **Existing models of services can't meet the challenges in Kirklees:** the 7 Shared Outcomes for Kirklees agreed with partners cannot be achieved by any one organisation acting alone, or through traditional services. In addition, the fiscal climate demands new approaches to managing and meeting demand.
- **A different approach is needed:** progress requires partners working together collaboratively across organisational boundaries, drawing on a much wider range of community assets and resources, integrating and transforming services so that support is built around residents and the lives they lead, is preventative, and draws on the assets they have. This is the vision of place-based working: wider support and service transformation based on collaborative working, starting with people.
- **It will require new roles and ways of working:** to achieve this will require new roles for partners, new capabilities, and new ways of working together.

Project goals

- **To test understandings of place-based working:** how far is there a common understanding of the council's objective, within and beyond the council? How far is this objective shared?
- **To diagnose the current situation:** what is the appetite and readiness for place-based working, within and beyond the council?
- **To identify the opportunities and barriers to progress:** where are there existing examples of good practice across Kirklees to learn from and build on? What is limiting progress or standing in the way?
- **To start to shape a way forward:** what change is needed, and where might Kirklees begin?

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This report aims to inform the development of clear immediate steps as part of a longer-term, ongoing programme of work to deliver change in Kirklees.

Key findings from the diagnostic

- Summary
- Context
 - Project goals
 - Key findings
 - Understanding of PBW
 - A way forward

1. Shared purpose

- The Council's shared outcomes are agreed but not fully 'owned' by partners
- The vision is not yet translating into collaborative practice; organisational lens remains strong
- With some reservations, significant and widespread enthusiasm for the proposed PBW approach

2. Citizen involvement and co-creation

- Legacy of paternalism in relationship with citizens – now taking significant steps to change and lots of good practice to build on
- Council's data and intelligence capabilities being streamlined and strengthened, but not yet having impact on practice

3. Role and organisational capabilities

- Council working with partners to generate place leadership, but limited by organisational lens
- Exploring reorganisation by geography, to strengthen connections to communities

4. Behaviours and values

- Scores show a way to go to embody PBW behaviours and values
- Direction of travel overwhelmingly seen as positive, which further actions can build on

5. Relationships and partnerships

- Relationships with statutory partners are good, but not sufficiently productive
- Relationships with the VCS are improving and there is genuine willingness on both sides to work together
- Voice of business not systematically included

6. Delivery/commissioning model

- Organisational and service lenses inhibit change
- Good innovative examples to learn from and build on
- Commissioning moving in right direction towards joint and collaborative commissioning, but a long journey still ahead

Understanding of place-based working

- What PBW means to people depends on where they stand:
 - VCS focus on the person aspects
 - Statutory services focus on the geographical dimension
 - These perspectives are not irreconcilable, but now need to work to develop a common perspective, a common understanding and a common language
- This is currently a barrier to progress, but very fixable

Current situation

- Organisational lens dominates over systems lens, inhibiting collaborative practice
- System stewardship roles are undeveloped
- Conception of citizen is changing from passive to active
- Council culture is shifting, but there is some distance to travel
- Specialist capabilities are being developed
- The future is already here in best of VCS (plus stat. sector innovations)
- Commissioning journey started, but long way to go

Opportunities and barriers

Opportunities

- Relationships with partners are good and/or improving
- Support for PWB goal
- Place Standard to understand places/embed Councillor role
- The Council culture is moving in right direction
- Many examples of PBW approaches to build on, in VCS and stat. sector

Barriers

- Understanding of PBW, esp. service (geographical) lens
- Little collaborative practice
- Role of Council, and relationship with community
- Distance the Council needs to travel (culture, ways of working)

A way forward

- 1. Clarity of purpose:** developing a shared understanding of what place-based working will mean in Kirklees. How will it change the nature of support for residents? What change in roles will it imply for different partners? How will ways of working need to change?
- 2. Four shifts in thinking and approach:** changing the lens on a situation unlocks new directions solutions in developing a distinctive approach to place-based working, grounded in the particularities of Kirklees. For Kirklees these new lenses are thinking from a **system** (not organisational) lens, a **person** (not services) lens, a **'different' council** (not merely 'better' council) lens, and a **'doing with'** (not 'doing to or for') lens.
- 3. A bias for action:** learning by doing, together with partners, based on the recommendations. Choose localities or themes as starting points. Charge the Place Board with responsibility for delivery and the Partnership Exec with oversight.

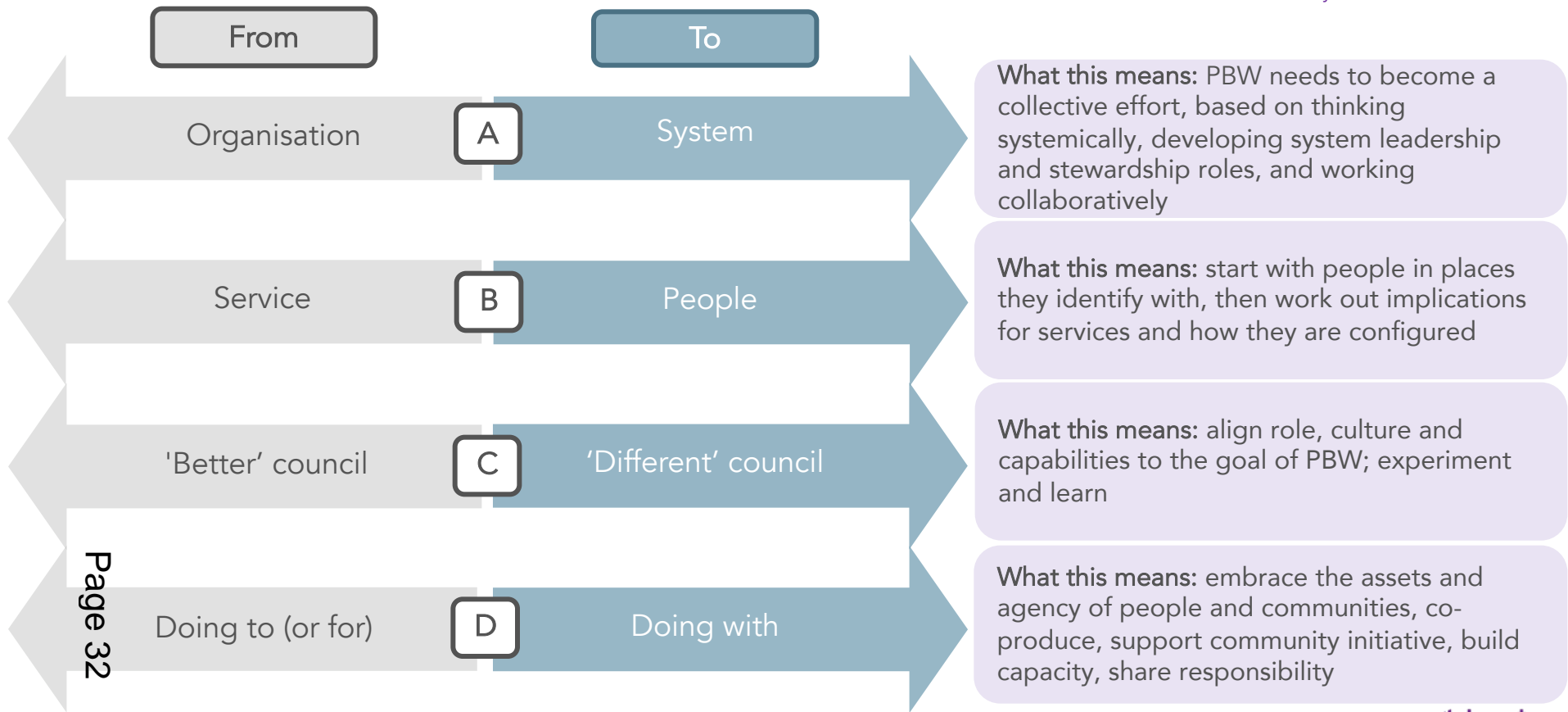
1. Clarity of purpose

Based on our findings and experience elsewhere, there is a unique opportunity to develop a distinctive **Kirklees Way** of doing place-based working. **This must start with clear, shared purpose.** This will be for partners to determine, but elements are likely to include:

- **Transformed support to residents, not just existing services reorganised spatially:** citizen reconceived as active with responsibility shared; support as person-centred, relational, co-produced, preventative, asset based, integrated
- **Wider assets mobilised:** not just based on formal services, but a spectrum of support, rooted in communities
- **New roles, behaviours and ways of working:** roles to include system stewardship (taking responsibility for, and attending to, the health of the system overall); agreed collaborative behaviours supported by system infrastructure; changes in how decisions are made, and how support is commissioned and managed

2. Four shifts in approach

- Summary
- Context
 - Project goals
 - Key findings
 - Understanding of PBW
 - A way forward



3. A bias for action

Charge the **Place Board** with responsibility for delivery and the **Partnership Exec** with oversight.

| Step | Action | Priority |
|----------------------------------|--|---------------------------------|
| Clarity of purpose | <ul style="list-style-type: none"> Run a series of workshops with partners to develop and communicate a shared understanding of place-based working, a shared change narrative, and clear aims and principles for working together. The focus should be on practice. | Immediate |
| Shift | Action | Priority |
| A. Organisation to system | <ul style="list-style-type: none"> Widen the circle on the Partnership Exec: more VCS and business voices System leadership development sessions or programme, for council and partners | Immediate |
| | <ul style="list-style-type: none"> Develop system infrastructure, e.g. align outcome frameworks and data collection, create collaborative platforms, commission jointly Learn together: focus on practice and learning from joint prototypes, relevant existing models of practice in Kirklees (VCS and council), and from other areas on similar journey | Start now: work will be ongoing |
| B. Services to people | <ul style="list-style-type: none"> Root work in geographies people identify with: use Place Standard Tool to understand community priorities, assets and needs; embed leadership role of Councillors Prototype new service models along PBW principles (relational, co-produced etc.), starting in with one of the 7 outcomes or in areas where infrastructure well developed (e.g. Ashbrow ward), where work has already begun (e.g. mental health), or areas of high demand. | Immediate |
| | <ul style="list-style-type: none"> Start process of aligning service footprints Invest in local VCS capacity, with focus on preventative support | Start now: work will be ongoing |

3. A bias for action

- Summary
- Context
 - Project goals
 - Key findings
 - Understanding of PBW
 - A way forward

| Shift | Action | Priority |
|---------------------------------|---|---------------------------------|
| 'Better' to 'different' council | <ul style="list-style-type: none"> • Embrace role as system steward: work with partners to develop ways of working and system infrastructure • Focus on culture: through narrative clarity, symbols of change and celebration; value experimentation and learning (learning events, action-learning sets); support cultural change with changes to roles, structures and processes (e.g. JDs, performance evaluations) • Focus on commissioning: set clear objectives (joint, collaborative, local); learn from current innovation (e.g. Mental Health Partnership Alliance), VCS insight, and practice elsewhere (e.g. Human Learning Systems approaches). Start by establishing a learning collaborative including VCS partners to wrestle with issues from accountability to metrics • Utilise data analytics strengths and local intelligence; establish data sharing protocols | Start now: work will be ongoing |
| 'Doing to' to 'doing with' | <ul style="list-style-type: none"> • Through prototypes, develop new models of support which are asset based and co-productive. Involve VCS in co-design process; get input from wide range of perspectives • Build on existing work of Democracy Commission, New Citizenship and the Place Standard Tool to develop clear understandings of community needs, assets and capabilities | Immediate |
| | <ul style="list-style-type: none"> • Invest in community sector, e.g. small grants and longer term funding opportunities; establish community of practice to learn from innovative practice (VCS and council) | Start now: work will be ongoing |

End goal: improving outcomes for residents through place-based working the **Kirklees Way** – learning from other places on similar journeys, but firmly rooted in the distinctive communities of Kirklees, and the particular strengths of your partners.

The Kirklees Way



The shifts in behaviour, culture & practice become the enablers for the ambition

The Kirklees Way - place-based working

From organisations to system

From services to people

From a 'better' council to a 'different' council

From doing to (or for) to doing with

Page 35



collaborate

for social change

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Appendix 2

Place Partnership Lead Councillor

Leading, Representing and Working Together

A Kirklees Place Partnership Lead Councillor will work with the designated Cabinet Lead Member to develop and implement Place Based Working within a geographical area using a topic or theme based approach. They will:

- Provide leadership at a locality level to facilitate the involvement of communities, councillors, officers and partners;
- Commission intelligence and insight to facilitate the identification of topics that are a priority for the respective locality in the context of the 7 shared outcomes:
 - Best start;
 - Well;
 - Independent;
 - Aspire and achieve;
 - Sustainable economy;
 - Safe and cohesive;
 - Clean and green
- Identify, support and build community capacity;
- Refine existing, and develop new, approaches to citizen engagement;
- Ensure that locality stakeholders, community organisations are involved in such engagement;
- Develop and maintain effective working relationships with partners;
- Facilitate partnership working with other agencies (e.g. health, police etc) in the context of citizen engagement activity and responding to the outcomes of such work;
- Oversee service delivery;
- Monitor progress against agreed actions and evaluate success and impact;
- Communicate and promote the work carried out in the locality.

Appendix 2

Place Partnership Lead Councillor

Governance and Decision Making

A Kirklees Place Partnership Lead Councillor will:

- Have responsibility for, and provide a lead on, the initiation and development of the approach within each locality.
- Ensure that the work taking place in the locality for which they are responsible is reported into the relevant council and partnership governance structures;
- Consider and have regard to professional officer advice when taking decisions.
- Work proactively and constructively with ward councillors within the respective locality.
- Attend Overview and Scrutiny Committee and Scrutiny Panels to discuss the work for which they are responsible (as appropriate)

Appendix 3

Place Partnership Lead – A 9 Stage Framework for Delivery

1. Framework Development

Collectively develop and agree the stages for Place Partnership Lead working.

2. Resource allocation

Each lead member to be allocated a key officer to work with

3. Initial scoping meeting of Place Partnership Lead Member, Intelligence colleague and key officer

Members have received intelligence summaries and meetings currently being arranged on the back of this.

4. Agree a priority theme and population group based on intelligence

5. Develop an action plan to cover the following:

- a. Engagement with elected councillors, relevant departments and sections operating in the designated area with responsibility for the priority theme to understand what already exists and what the gaps are
- b. Engagement with the community and key stakeholder groups / organisations

Engagement Tips:

Engagement should involve council services, Cllrs, the third sector and other partners.

This is particularly important in order to focus on people's mental health and not just health and care services.

When planning engagement think about how we will work across different spatial scales — neighbourhoods, villages, towns, urban and rural areas.

In order to *inspire others to contribute and participate* (one of our ground rules) it is important to focus on success rather than past failures i.e. valuing and drawing on strengths and successes in a 'place' and focusing on what is good about something as opposed to what is bad.

A few examples/suggestions of approaches we could take to engage are below:-

- Story telling – collecting information about people's experience of successful projects or activities; their achievements, aspirations and motivations. Story telling can help make connections and build networks. Stories are also a form of evidence to be considered alongside intelligence to provide a more rounded account of what is happening.
- [World cafes](#) – an informal setting for participants to explore a topic/issue through discussion in small groups.
- Roadshow/touring workshop – reaching people where they already are, especially good when these can be combined with existing events.
- Web-based / on line engagement – could be used alongside offline engagement...
- You could also host a public meeting, conference or event.
- Please share any ideas we could use...

Appendix 3

6. Following engagement, determine the commission

When we start to think about next steps after engagement, consider the following:-

It's not always about the money.....how can we use the insight and intelligence we have gathered to influence policy change?

Don't focus on the £1M in isolation of other resources. How we can attract match and additional funding and jointly commission e.g. from health services to achieve common goals?

Consider civic crowdfunding. Not only does this provide an opportunity for citizens/communities to develop, contribute to and participate in projects but it's a way of using funding to attract additional donations e.g. from businesses and communities?

7. Work with place partnership lead members to share commonalities

Share what we've discovered learned with each other

8. Recommend to Cabinet

9. Implement, monitor and evaluate

Process example:

For 1 area; intelligence suggests higher rates of young people feeling lonely and isolated

Discussion with intelligence lead identifies this is particularly in young girls aged 11-13

Action plan developed which seeks to speak to elected members, schools as community hubs, community plus, libraries, children's centre staff, thriving Kirklees to understand what already exists to help this group engage with others and take up activities

Gaps identified around after school provision which is non-social media based

Plan a community engagement event to ask the community what sort of provision would these girls want?

Agree to seed fund a local VCS organisation who wants to run after school mood boosting clubs

Discuss with other 6 colleagues to check similarities

Recommend to Cabinet

Implement programme and monitor outcomes.

Appendix 4

Place Based Working- Draft Project Plan

| Activity | | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|--------------------|---|--|--|--|--|--|--------|--------|---|-----------------------------|--------|
| Place Partnerships | Place Partnership Delivery | <p>Framework developed and agreed</p> <p>Intelligence Profiles produced and shared</p> <p>Lead Officer support identified.</p> | <p>Place Partnership Lead Role agreed by Corporate Governance and Audit Committee</p> | <p>Place Partnership Lead Role agreed by Council</p> <p>Initial scoping meeting with Intelligence Officer</p> | <p>Agree a priority theme and population group based on intelligence</p> <p>Develop Action Plan to map out engagement in the designated area</p> | <p>Undertake engagement with elected councillors, relevant departments and sections operating in the designated area with responsibility for the priority theme to understand what already exists and what the gaps are;</p> <p>Undertake engagement with the community and key stakeholder groups / organisations</p> | | | <p>Determine the commission</p> <p>Share with Place Partnership Lead colleagues</p> | <p>Recommend to Cabinet</p> | |
| | Citizen Engagement using the Place Standard | Place Standard Implementation – How Good is Our Place? | <p>Conversations with Ward Councillors to determine priority Place Standard activity (ongoing – see below)</p> | <p>Citizen Engagement Reference Group (CERG).</p> <p>Meets monthly to consider and co-ordinate planned engagement activity to agreed standards and principles.</p> | (CERG) | (CERG) | (CERG) | (CERG) | (CERG) | (CERG) | (CERG) |

Appendix 4

| Activity | | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|--------------|--|--------------------------|---|-------------------------|------------------------------|--|---|--------------------------|---|-------------------|--------------------------------------|
| Huddersfield | Almondbury | | | Discussed PS with Cllrs | Cllrs to confirm target area | Plan engagement approach and timeline | | | | | |
| | Ashbrow: Sheepridge/ Deighton Fartown; Bradley; Fixby; Cowcliffe. | Citizen engagement phase | | | | | Collate findings and draft summary report | Feedback meetings | Action planning and priority setting | | |
| | Crosland Moor and Netherton: Walpole | | | | | Meet Mohammed Ali Centre to discuss and plan | | | | | |
| | Dalton | | Initial conversation had with Cllrs. Area tbc | | | | | | | | |
| | Greenhead: Hillhouse | | | | | Plan engagement approach and timeline | | Citizen engagement phase | Collate findings and draft summary report | Feedback meetings | Action planning and priority setting |

Appendix 4

| Activity | | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|-----------------------|--|---|-----|------|--|--|--------------------------|---|-------------------|--------------------------------------|-----|
| | Lindley | | | | | | | | | | |
| | Newsome: Berry Brow (completed in March 2019); | Feedback meeting | | | Action planning and priority setting | | | | | | |
| | Newsome Estate; | | | | PS Workshop with volunteers and staff | Plan engagement approach and timeline | Citizen engagement phase | Collate findings and draft summary report | Feedback meetings | Action planning and priority setting | |
| | Huddersfield Town Centre (Blueprint). | Huddersfield Town Centre citizen engagement phase | | | Collate findings and draft summary report for Economy & Infrastructure service | Share findings via website and feedback to groups that have requested it (e.g. Age UK) | | | | | |
| <u>Kirklees Rural</u> | Colne Valley: Linthwaite (completed May 2019) | | | | Feedback meetings | Action planning and priority setting | | | | | |
| | Denby Dale | | | | | | | | | | |

Appendix 4

| Activity | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|---|--------------------------|--|--------------------------------------|-------------------|--------------------------------------|-----|--|-----|-------------------|--------------------------------------|
| | | | | | | | | | | |
| Golcar: Golcar; Longwood; Milnsbridge; Cowlersley. (Completed July / August 2018) | | | Action planning and priority setting | | | | | | | |
| Holme Valley North: Meltham Town Council; | Citizen engagement phase | Input findings, collate and draft summary report | | Feedback meetings | Action planning and priority setting | | | | | |
| Honley. | | | | | Honley citizen engagement phase | | Input findings, collate and draft summary report | | Feedback meetings | Action planning and priority setting |
| Holme Valley South | | | | | | | | | | |
| Kirkburton: Shepley (completed March April 2019); | Feedback meetings | | Action planning and priority setting | | | | | | | |
| Shelley. | | | | Shelley | Input findings, | | Feedback | | Action | |

Appendix 4

| Activity | | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|------------------------------|---|------|-----|---|---|--|--|--------------------------------------|--------------------------------------|-------------------------------|-----|
| | | | | | citizen engagement phase | collate and draft summary report | | meetings | | planning and priority setting | |
| <u>Batley and Spen</u> | Batley East | | | | | | | | | | |
| | Batley West: Staincliffe Estate | | | Engagement phase timeline tbc | | | | | | | |
| | Birstall and Birkenshaw: Fieldhead; Nova; Central Birstall. | | | Citizen engagement phase | | Input findings, collate and draft summary report | Feedb ack meetings | Action planning and priority setting | | | |
| | Cleckheaton | | | | | | | | | | |
| | Heckmondwike | | | | | | | | | | |
| | Liversedge and Gomersal | | | | | | | | | | |
| <u>Dewsbury and Mirfield</u> | Dewsbury East: Chickenley; | | | Planning Group meeting Sept/October – Plan | Early Oct – PS workshop with staff and volunteers Citizen engagement phase | | Input findings, collate and draft summary report | Feedb ack meetings | Action planning and priority setting | | |

Appendix 4

| Activity | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|--|------------------------|---|--------------------------------------|--|-----------------------|---|-----|---|-----|--|
| | | | promotional materials for engagement | | | | | | | |
| | Earlsheaton. | | | | | Planning group meeting Plan promotional materials for engagement | | PS workshop with staff and volunteers Citizen engagement phase | | Input findings, collate and draft summary report |
| | Dewsbury South | Initial conversation had with Cllrs. Area tbc | | | | | | | | |
| | Dewsbury West | | | | | | | | | |
| | Mirfield | | | | | | | | | |
| Ward and Sub Ward Partnerships | | Initial audit of existing bodies undertaken | | | | | | | | |
| Strategic co-ordination and operational support | Operating model | | | Draft proposals for consideration by Cabinet Member Discuss proposals with partners | Engagement with staff | | | | | |

Appendix 4

| Activity | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
|--|------|---|---|---|---|--|-----|-----|-----|-----|
| Policy review – Third sector use of spaces | | <p>Explore booking systems in use and information availability on spaces in other Councils.</p> <p>Collate and analyse data on use of spaces for last 12 months</p> | <p>Collate and analyse data on use of spaces for last 12 months.</p> <p>Map spaces available to third sector and policies in place.</p> | <p>Map existing processes for third sector use of spaces.</p> <p>Stakeholder engagement to identify opportunities and understand spaces available from other providers.</p> | <p>Develop options for future ways of working and policy changes required to support place based working.</p> | <p>Agree option to be taken forward and develop implementation plan.</p> | | | | |

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Appendix 5

Citizen Engagement Principles

- **Embracing local identity** – Kirklees is an administrative boundary. As such this presents challenges in the context of engaging with our citizens in a way that is meaningful and relevant to them. Our towns, villages and communities are the core strength of Kirklees – we need to recognise and harness this. They are an individual and collective strength which should be acknowledged and valued in the context of engagement. One size does not, and should not, fit all. Our approach to engagement should build outwards from communities not downwards. Understanding local identity will be key to making this happen;
- **Treating people as citizens not customers** – Our approach to engagement must be based around the narrative of the citizen not the customer or client. The move to Active Citizenship it is dependent on the development of relationships and dialogue rather than transactional services based on traditional delivery models. Engagement in this context will facilitate active citizens and facilitate a shift in their expectations of the Council and partners;
- **Co-producing and changing behaviour** – Our engagement with citizens must be a means by which we develop a wider stake for them in civic society – doing with and not to. Consulting on pre-determined options will not create an environment where citizens change their expectations and behaviours or willingly work with us to collectively problem solve. Genuine engagement that takes citizens on a journey should create an environment where they develop a wider understanding and are better placed to take ownership where that is the best approach;
- **Placing Councillors at the heart** – Our approach must make a virtue of both representative and participatory democracy. Councillors (including those in Parish and Town Councils) should therefore be placed at the heart of engagement with the communities they represent with a view to leading that dialogue over time. Emerging outcomes from recent workshops with councillor and officers show that this is not currently happening. Consultation and engagement is taking place in electoral Wards without the knowledge or input of the local councillors. This must change;
- **Acknowledging our staff as citizens** – A significant number of our staff are residents within the borough. Many are already active citizens who have a stake in the place that they live and work. This should be a strength from which to build our approach to citizen engagement, utilising staff insight as part of how we work on a more routine basis;
- **Deploying our staff as agents for change** – Involving our staff in a different approach to citizen engagement provides an opportunity to expose them to different ways of working and aid the move towards alternative ways to design and deliver across services. Our staff are “the face of the state” and as such are key change agents in a changing relationship, particularly those who work directly in communities, neighbourhoods and Wards. Moving away from traditional models of service delivery will increasingly mean placing the citizen at the heart of

Appendix 5

dialogue and service re-design. This will require an officer and service culture change;

- **Utilising new and existing networks** – The council and its partners already have extensive networks from which to develop a different approach to engagement. This is a strength. Our interaction with groups, service users and a breadth of citizens who are already engaged provides a helpful starting point. Similarly there is a plethora of on-line and off-line networks that thrive and exist independently of the council, doing great things within and across communities. Our approach to engagement must seek to tap into networks that already exist and to develop and nurture them where they do not. There needs to be a stronger focus on genuine digital engagement which seeks to grow the civic conversation;
- **Widening our engagement reach** – The Cross Party Working Group have already been very clear that greater emphasis must be placed on undertaking engagement in a way that extends reach beyond those citizens and organisations who are visible and traditionally engage. This may well mean a move away from traditional approaches and see a greater emphasis on blending on-line and off-line techniques, some of which may be more resource intensive;
- **Using intelligence and citizen insight** – In undertaking citizen engagement moving forward there is an expectation that the intelligence we have and hold is used in a way that informs and facilitates. It should be used as a basis for framing the dialogue not leading it to a pre-determined conclusion. Our engagement should be approached in a way that generates insight with a view to developing a richer understanding of our communities, their motivations and aspirations. This will inform the relationship with the council that they expect and we would seek to develop and the capacity within communities.
- **Working in plain sight and telling stories** – If we are serious about engendering trust with our citizens our engagement with them should be open and transparent. Using the Democracy Commission methodology it is important that we develop our approach and thinking alongside our citizens and learn with them along the journey. This will demonstrate a genuine culture of engagement from the outset and will build confidence in the process as well as the outcomes and outputs. A transparent way of working should incorporate an agile approach to sharing the stories from our citizens and communities that highlights great things that are happening and facilitates behavioural change.

Appendix 6

Citizen Engagement Reference Group – Terms of Reference

Meeting Arrangements:

The Reference Group will meet on a 4 weekly basis. The forward agenda plan (derived from delivering the terms of reference) will be developed by the Group and will be administered by the Democracy Service.

Governance Arrangements:

The Reference Group has authority to deliver its terms of reference and in so doing will report directly to (as appropriate):

- The Kirklees Democracy Commission Cross Party Working Group;
- The Place Based Programme Board;
- The Director of Corporate Strategy and Public Health.

The purpose of the Reference Group:

- To **prioritise, have oversight and advise** on all significant place based citizen engagement planned by the council;
- To **ensure** that any such engagement accords with the citizen engagement principles which have been developed based on the findings of the Kirklees Democracy Commission;
- To **provide advice** in planning and delivering such engagement and facilitate the cultural and behavioural change required to achieve our ambition for place based working;
- To **determine** such instances where the Place Standard is the most effective tool for undertaking citizen engagement. In such instances the Reference Group will **ensure** that resources and support are provided in the context of the council's wider expectations with regards to place based working;
- To individually take responsibility for promoting and fostering understanding and implementation of our Citizen Engagement Principles and the Place Standard approach within and across services and partners;
- To **ensure** that the insight and intelligence derived from any engagement activity is used in a way that informs decision making.
- To **ensure** that Council services work with Councillors, communities and partners to identify solutions and achieve change together;

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Name of meeting: Overview and Scrutiny Management Committee

Date: 9 September 2019

Title of report: Health Scrutiny – appointment of Kirklees representatives to a Joint Health Scrutiny Committee to review proposed changes to specialist vascular services for adults in West Yorkshire

To seek approval from the Overview and Scrutiny Management Committee (OSMC) on the process that will be followed for the appointment of Kirklees representatives to a North Yorkshire and West Yorkshire Joint Health Overview and Scrutiny Committee (JHOSC).

| | |
|---|---|
| Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards? | N/A |
| Is it in the Council's Forward Plan ? | N/A |
| Is it eligible for "call in" by Scrutiny ? | N/A |
| Date signed off by <u>Director</u> & name | Rachel Spencer-Henshall 26 August 2019 |
| Is it signed off by the Director of Finance? | N/A |
| Is it signed off by the Service Director - Legal Governance and Commissioning? | Julie Muscroft |
| Cabinet member portfolio | Health and Social Care |

Electoral [wards](#) affected: All

Ward councillors consulted: N/A

Public or private: Public Report

(Have you considered GDPR?)

Yes GDPR has been considered. The information in this report does not identify any individuals.

1. Key Points

- 1.1 At the West Yorkshire Joint Health Overview and Scrutiny Committee (JHOSC) meeting held on 11 February 2019 NHSE North Region Specialised Commissioning Team presented a report that provided details of proposed changes to specialist vascular services for adults in West Yorkshire.
- 1.2 There are currently three arterial centres providing complex, inpatient vascular care in West Yorkshire: Bradford Teaching Hospitals NHS Foundation Trust (BTHFT) - at Bradford Royal Infirmary (BRI); Calderdale and Huddersfield NHS Foundation Trust (CHFT) – at Huddersfield Royal Infirmary (HRI); and Leeds Teaching Hospitals NHS Trust (LTHT) – at Leeds General Infirmary (LGI).
- 1.3 Under the proposals the service would be provided at only two centres BRI and LGI which would mean that current complex inpatient care carried out by CHFT would in the future be predominately carried out at BRI. Based on recent patient data the West Yorkshire JHOSC was advised that the proposed changes would affect approximately 800 patients per year.
- 1.4 NHSE also advised members of the West Yorkshire JHOSC that in its opinion the proposals represented a substantial service change that impacted on several local authority areas and requested that a mandatory Joint Health Overview and Scrutiny Committee¹ be established to consider the proposals.
- 1.5 At meeting of the West Yorkshire JHOSC held on 8 April 2019 there was consensus from all Local Authorities represented that they would want to participate in a mandatory joint committee regardless of the impact of the proposals on each LA's population.
- 1.6 The West Yorkshire JHOSC has been established as a discretionary Committee which means that it does not have the formal powers that are vested in a mandatory committee.
- 1.7 It has therefore been agreed that the 6 local authorities represented on the discretionary West Yorkshire JHOSC will each follow its own internal procedures and make arrangements to participate in a mandatory JHOSC.
- 1.8 At its meeting held on the 9 April 2019 the Kirklees Health and Adult Social Care Scrutiny Panel agreed that the proposed changes to specialist vascular services for adults in West Yorkshire was a substantial change in health service for the residents of Kirklees.
- 1.9 This decision meant that Kirklees Council could begin the process of obtaining the internal approval required to participate in a mandatory committee and to seek membership for the Committee.

¹ As detailed in Section 30 of the Public Health, Health and Wellbeing Boards and Health Scrutiny Regulations (2013)

- 1.10 Section 2.5 of the Council's Overview and Scrutiny Procedure Rules delegates from full council the responsibility for appointing members to any JHOSC which may be required with other authorities to OSMC.
- 1.11 Under the Local Government Act 2000 provisions, Overview and Scrutiny Committees must generally reflect the make-up of full Council. Consequently, when establishing a Joint Health Scrutiny Committee, each participating local authority should ensure that those Councillors it nominates reflects its own political balance. However, the political balance requirements may be waived but only with the agreement of all the participating local authorities.
- 1.12 Based on the political balance in Kirklees the Labour group would be allocated both places on the Committee. However previous practice in Kirklees Council has been to provide an opportunity for all main political groups to have representation on a joint scrutiny committee.
- 1.13 As outlined in the Article 6 of the Council's Articles of the Constitution the Overview & Scrutiny Management Committee may, subject to compliance with legal procedures, decide that the normal political balance requirements shall not apply to scrutiny panels. In that case the Management Committee may determine an alternative distribution of membership between political groups.
- 1.14 If this is the process that OSMC would wish to follow officers would propose that nominations be sought from the two largest parties. This is in line with the approach that was taken to allocating the places on the discretionary West Yorkshire Joint Health Scrutiny Committee.
- 1.15 The power of referral to the Secretary of State for Health and Social Care is a power that can be delegated to a joint health scrutiny committee. It is for each local authority participating in the joint scrutiny arrangements to decide on whether to delegate this power to the joint committee.
- 1.16 Once a local authority has delegated this power it cannot subsequently exercise the power of referral. OSMC is asked to consider whether Kirklees should delegate this power to the Joint Committee.
- 1.17 It is worth noting that the Joint Committee will be established solely for the purpose of reviewing the proposed changes to specialist vascular services. This will be explicitly covered in the Joint Committee's Terms of Reference which will be presented for comment and approval to OSMC at a later date.

2. Implications for the Council

There are no specific implications for the Council at this time.

3. Consultees and their opinions

No consultation was appropriate in respect of the contents of this report.

4. Next steps

Subject to confirmation of the process that OSMC decide to follow officers will start the process of seeking nominations for representation to the mandatory Joint Health Scrutiny Committee.

5. Officer recommendations and reasons

That OSMC agrees:

1. How it wishes to proceed to seek nominations for the Joint Committee, from the options outlined in sections 1.12 – 1.14.
2. Whether the power of referral is to be delegated to Joint Committee as outlined in sections 1.15 – 1.17.
3. That the agreed way forward for points 1 and 2 above are subject to OSMC's approval of the Joint Committee's Terms of Reference.

6. Cabinet portfolio holder recommendation

Not applicable

7. Contact officer and relevant papers

Richard Dunne, Principle Governance and Democratic Engagement
Office Tel: 01484 221000 Email: richard.dunne@kirklees.gov.uk

8. Service Director responsible

Julie Muscroft, Service Director, Legal, Governance & Commissioning

REPORT A

Kirklees Council

Scrutiny Lead Member Report

Lead Member: Cllr Andrew Cooper: Corporate Scrutiny Panel

Period of Update : From June 2019 – August 2019

Panel Highlights

Lead Member briefings with:

- Strategic Director Corporate Strategy, Commissioning and Public Health
- Service Director Finance

Meeting 12th July 2019

The Panel spoke with Councillor Graham Turner, the Cabinet Member for the Corporate Portfolio about his priorities for the municipal year and discussed its Work Programme for the year. Consideration was also given to a position statement in respect of Kirklees Council's preparations associated with the UK leaving the European Union.

Outcomes:

- The Work Programme for 2019/20 was agreed subject to the addition of the Commercial Strategy to the schedule.
- The Panel were informed about the work being undertaken at both district and regional level to prepare for the impacts on Kirklees of the UK leaving the EU and recommended that the preparation work with looked after children should be extended to care leavers up the age of 25.
- Further information was requested in relation to the critical processes or systems within the Council that were dependent on EU partners and it was agreed that the mitigation of risk should be looked at as part of the Panel's financial monitoring work.

Monitoring Work

None this period

Looking Ahead

Potential agenda items for June to October:

- Financial Monitoring – Month 3 monitoring/emerging budget strategy/review of MTFP – headline assumptions/financial resilience/budget risk
- Leaving the EU preparations – Update
- Capital Plan

Immediately prior to the meeting scheduled for 20th September the Panel will be

undertaking an informal training session which will cover information in relation to the Council's expenditure (types of expenditure and amounts); its various income streams, including some details around factors affecting income such as Council Tax and Business rates income; levels of reserves; and the budget setting cycle. There will be reference to the national context including national factors affecting the budget process.

General Comments

The Panel looks forward to constructive discussion on a range of subjects with a continuing focus on a number of financial management issues, for the rest of the municipal year.

REPORT B

Kirklees Council

Scrutiny Lead Member Report

Lead Member: Cllr Harpreet Uppal: Economy and Neighbourhoods Scrutiny Panel

Period of Update : From June 2019 – August 2019

Panel Highlights

Lead Member briefings with:

- Strategic Director Economy and Infrastructure
- Greenspace Operational Manager
- Head of Development and Master Planning
- Head of Major Projects
- Service Director for Housing
- Head of IT
- Head of Culture and Tourism

Meeting 17th July 2019

The Panel received a report in relation to the Huddersfield Blueprint; the ten-year master plan for the Town Centre, which had been launched in June 2019. The report placed a particular focus engagement and consultation.

The Panel welcomed representatives of Kirklees Youth Council and a lengthy and wide ranging discussion took place which included; the importance of ease of travel to the town centre other than by private car; the need to ensure that the consultation was completely inclusive and involved those who did not currently use the town centre as well as those who did; the potential impact on other town centres in the district; and the environmental impact of the proposals.

The Panel also considered a position statement in relation to Kirklees preparations for the UK's withdrawal from the EU.

Outcomes:

- The Panel was able to contribute towards ensuring that the consultation/engagement process on the Huddersfield Blueprint is as robust and inclusive as possible. Members were also able to identify a number of important issues that they might wish to consider in relation to the master plan moving forward; they requested the provision of a range of additional detailed information from the Head of Development and Master Planning and proposed a focus on particular issues within future reports.
- The Panel gained an understanding of the work being undertaken at both district and regional level, to prepare for the impacts on Kirklees of the UK leaving the EU and the complexities of the prevailing situation.

Monitoring Work

None this period

Looking Ahead

Potential agenda items for June to October:

- Playable Spaces Strategy
- Litter and Environmental Crime
- Waste Strategy
- Huddersfield Blueprint

At the meeting scheduled for 19th September the Panel will be looking at the background to, and purpose of the Playable Spaces Strategy and the associated engagement and consultation process.

General Comments

The Panel has welcomed two additional co-optees this year to assist in its consideration of a diverse portfolio and looks forward to healthy and meaningful debate across a wide range of subjects.

REPORT C

Kirklees Council

Scrutiny Lead Member Report

Lead Member: Cllr Habiban Zaman Panel: Health and Adult Social Care Scrutiny Panel

Period of Update : From June 2019 – 30 August 2019

Panel Highlights

Lead member briefings with:

- Strategic Director for Adults and Health
- Service Director - Community Plus and Integration
- Senior Manager - Integrated Support
- Consultant in Public Health / Head of Public Health
- Chief Officer Greater Huddersfield CCG and North Kirklees CCG
- Chief Executive Locala Community Partnerships

Panel Activity and meetings

- 11 June 2019 Ambulatory Emergency Care Services Joint Scrutiny Working Group visit to Pinderfields
- 18 June 2019 panel meeting. Items discussed included: Financial Position of the Kirklees Health and Adult Social Care Economy and Setting the Work Programme for 2019/20.
- 16 July 2019 panel development workshop. Areas covered included: Community Plus & Wellness; Primary Care Networks; Community Health Services and Adult Social Care.

Outcomes:

The workshop helped panel members to gain a better understanding of the direction of travel for the local health and social care sector and the interdependencies that exist across the different services.

The Panel agreed that it was important for scrutiny to maintain a close overview of the financial position of the key organisations within the Kirklees health and adult social care economy and the impacts of the various cost improvement schemes.

Monitoring Work

None this period

Looking Ahead

At the meeting scheduled for 17 September the Panel will be discussing the work

that is being done in developing local maternity plans across the West Yorkshire and Harrogate footprint and will receive an update on the implementation of the transforming outpatient care programme at Calderdale and Huddersfield NHS Foundation Trust.

At the meeting scheduled for 15 October the Panel will be presented with the plans being developed across the Health and Social Care system to prepare for the winter period 2019/20 and will receive an update on the panel's recommendations for developing a protocol and strategy for a diagnostic pathway for children with Foetal Alcohol Spectrum Disorder (FASD).

General Comments

The complexities and demands of the health and social care system is always a challenge for members who are new to the Panel. However despite the different levels of experience across the Panel I am pleased that everyone is working well together and contributing to the discussions.

REPORT D

Kirklees Council

Scrutiny Lead Member Report

Lead Member: Cllr Andrew Marchington : Children's Scrutiny Panel

Period of Update : From July 2019 – August 2019

Panel Highlights

Lead member briefings with:

- Strategic Director for Children's Services
- Service Director – Learning and Early Support
- Service Director – Family Support and Child Protection
- Cabinet Member – Children
- Cabinet Member – Learning Aspirations and Communities

Panel Activity and meetings

- 19th July 2019 - Educational Challenges ahead and progress update and action plan for attendance and exclusions, Number of Children in Care which included an update on future plans for children placed outside the district;
- 7th August 2019 – Scrutiny Call-in in respect of the decision made by Cabinet on the 16th July 2019 on Future Options for Almondbury Community School.
- 23rd August 2019 - Update on Exploitation Strategy and next steps and Ofsted report (Children's Services)

Outcomes:

At the Scrutiny Call-in, the Panel agreed that the Decision by Cabinet taken on the 16th July 2019 on Future Options for Almondbury Community School could be freed for implementation, however, recommended that Cabinet consider a number of learning points relating to:-

- Capacity - Whilst the Panel was reassured that there was sufficient capacity in the system, they acknowledged that if Almondbury Community School closed there would be limited choice at local schools from September 2020. The Panel felt it was not clear about where pupils would be allocated places in September 2020.
- Openness - It appeared that an assumption was made at the outset that the school was not viable and would fail a due diligence test for academisation. The Panel agreed that the rationale for making that assumption was not fully explained in the Cabinet reports, for example, the fact of the school operating a £500k deficit budget only became apparent at the July Cabinet meeting. In future the Panel requested that Cabinet ensured that there was better explanation within reports.
- The Panel agreed to consider regular updates on Almondbury Community

School.

The Panel welcomed the Ofsted report following the Inspection of Children's Services in June 2019 and agreed that arrangements should be put in place to organise an informal Panel session regarding improving partnership working and governance structures.

Monitoring Work

The Ad-hoc Panel on Elective Home Education will be meeting shortly to complete evidence gathering and will draft a final report in the near future for consideration by the Panel.

Looking Ahead

At the meeting scheduled for the 23rd September the Panel will consider an update on the SEND recommendations and an outline of progress made to date. The Panel will consider an update from the Chair of the Kirklees Children's Safeguarding Board outlining how Kirklees will implement the new arrangements for Children's Safeguarding and the Business Plan.

The Lead Member has agreed that the Panel will scrutinise the performance information from the Improvement Board and look at how the information is analysed and consider some anonymised casework.

General Comments

I would like to thank everyone for their constructive engagement with the work of the panel. The panel are looking forward to playing their part in the continued improvement of Children's Services. The aspiration to achieve an Outstanding Ofsted judgement is welcomed. A focus on effective partnership working; and looking at what information is collected and how it is used to get the best outcomes for our children and young people will help in that journey.

Cllr Andrew Marchington

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE – AGENDA PLAN – 2019/20

| Date of Meeting | Item / Lead Officer | Comments |
|--|---|---|
| 17 June 2019 10.00 Council Chamber HTH | Appointment / Allocation of Co-optees 2019/20 Re-establishment of Ad Hoc Scrutiny Panel Scrutiny Work Programme 2019 /20 Scrutiny Communications Informal Corporate Plan Refresh – pre decision item | - Penny Bunker - Penny Bunker - Penny Bunker - Penny Bunker - Rachel Spencer-Henshall |
| 22 July 2019 2.00 Meeting Room 2 HTH | Effective Regional Working Domestic Abuse Strategy 2019-21 Kirklees Climate Emergency Declaration – Update on work of Working Party The Scrutiny Work Programme 2019 /20 Scrutiny Communications Scrutiny Committee Work Programme | - Angela Blake / Kate Nicholson - Saf Bhuta - Cllr R Murgatroyd / John Atkinson - All Lead Members - Penny Bunker - Penny Bunker |
| 9 September 2019 2.00 Old Court Room HTH | Leader of the Council portfolio priorities 2019/20 Place Based Working – Update Report Request to establish a Joint Health Scrutiny Committee. Scrutiny Panel Lead Member Reports | - Councillor Shabir Pandor - Rachel Spencer-Henshall - Richard Dunne - All Lead Members |
| October 2019 Date to be agreed | Pre decision discussion – Outcomes of Corporate Peer Review and action plan | To be considered at Council |
| 4 November 2019 | Progress report on Ad Hoc Scrutiny Panel - Elective Home Education - Sheila Farnhill | 1 |

| | | |
|---|--|--|
| 2.00 p.m. Council Chamber HTH | Regional Update – to include Inclusive Growth and officers of the West Yorkshire Combined Authority / Leeds City Region Enterprise Partnership - Angela Blake Transformation Programme progress report , including milestones and timescales for work streams - Rachel Spencer Henshall | |
| 13 January 2020 Council Chamber 2.00 | Scrutiny Lead Member Reports Democracy Commission Working Group – Progress Report (TBC) Equality and Diversity Update - David Bundy (TBC) | |
| 9 March 2019 Council Chamber 2.00 | Leader of Council – Update on Priorities 2018/19 - Cllr Shabir Pandor Annual Review of Flood Risk Management Action Plan - Tom Ghee Regional Update (TBC) | |
| 15 April 2019 (TBC) 2.00 p.m | Year End highlights Scrutiny Lead Member reports - All Lead Members | |

To schedule: Cohesion Strategy - Carol Gilchrist / Ali Amla
Crime and Disorder – agree focus of update