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

Julie Muscroft

The Democracy Service

Civic Centre 3

High Street

Huddersfield

HD1 2TG

Tel: 01484 221000

Please ask for: Penny Bunker

Email: penny.bunker@kirklees.gov.uk

Friday 25 October 2019

Notice of Meeting

Dear Member

Overview and Scrutiny Management Committee

The **Overview and Scrutiny Management Committee** will meet in the **Council Chamber - Town Hall, Huddersfield** at **2.00 pm** on **Monday 4 November 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.

Please note there will be a pre-meeting for Committee members at 1.30 pm in the Council Chamber.

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 9 September 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: Update on the Corporate Transformation Programme 11 - 20

The Committee will consider an update on the progress of the council's corporate transformation activities for 2019/20.

Contact:

- Rachel Spencer Henshall – Strategic Director, Corporate Strategy Commissioning and Public Health
 - Andy Simcox, Service Director for Strategy and Innovation
-

8: Request to establish Ad Hoc Scrutiny Panel 21 - 24

To consider a request to establish an Ad Hoc Scrutiny Panel.

Contact:

Penny Bunker, Governance and Democratic Engagement Manager

9: Update on Elective Home Education Ad-hoc Scrutiny Panel 25 - 28

To receive a progress report on the work of the Elective Home Education Ad Hoc Scrutiny Panel

Contact:

Sheila Dykes, Principal Governance & Democratic Engagement Officer

10: LGA Corporate Peer Challenge

29 - 32

The Committee will consider a proposed approach to the development of an action plan to respond to the recommendations from the LGA Corporate Peer challenge.

Contact:

- Rachel Spencer Henshall, Strategic Director Corporate Strategy, Commissioning and Public Health
 - Kate McNicholas, Strategy and Policy Service Manager
-

11: Date of Next Meeting / Agenda plan

33 - 34

To confirm arrangements for an additional meeting on Monday 2 December 2019 at 2.00 pm in the Council Chamber at Huddersfield Town Hall.

There will be a pre-meeting at 1.30 pm in the Council Chamber.

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Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 9th September 2019

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

In attendance: Councillor Shabir Pandor
Rachel Spencer-Henshall, Strategic Director - Corporate
Strategy & Public Health
Carl Whistlecraft, Head of Democracy

26 Membership of Committee

All members of the Committee were present

27 Minutes of Previous Meeting

The minutes of the Committee meeting held on 22 July 2019 were agreed as a correct record.

28 Interests

No interests were declared

29 Admission of the Public

All items were considered in public session.

30 Deputations/Petitions

No deputations or petitions were received.

31 Public Question Time

There were no public questions received.

32 Leader of the Council Priorities 2019/20

Councillor Shabir Pandor, Leader of the Council attended the committee meeting to set out his portfolio priorities for the 2019/20 municipal year. Councillor Pandor highlighted the following issues:

- The most recent Children's Services Inspection Report which indicated good progress and that the council was now out of special measures. The Leader emphasised that the council could not be complacent and the ambition was for the service to achieve an outstanding rating.

Overview and Scrutiny Management Committee - 9 September 2019

- The successful launch of the Huddersfield Blueprint had taken place. As a mark of the council's commitment to the masterplan, an agreement had been reached to purchase the Huddersfield town centre piazza.
- The Local Government Association Corporate Peer Challenge had taken place and the findings report was being finalised. The challenges that had been identified were already in view in the council. One issue raised was the need for a single Clinical Commissioning Group on the Kirklees footprint.
- Equality and diversity continued to be a priority area of focus, not just in terms of ethnicity but also disability and LGBT.
- Place based working – including the introduction of locality partnership leads. The peer challenge had identified the place based working as having a solid foundation with members at the heart.
- Greener Kirklees had become a cabinet portfolio issue and the Climate Emergency Working Group had been established to undertake an audit and produce a report for council to agree a way forward.
- In respect of community safety and working in communities work, an approach to ward based meetings was being developed. Work to address gang violence and fear within communities was also a priority area of work.

In considering the areas put forward by Councillor Pandor there was a discussion on effective budgeting, including business rates and the need for longer term financial settlements to support local authority planning processes.

The committee endorsed the view that councillors needed to know what was happening in their wards and communication with key partners was critical to the flow of timely information.

The committee discussed homelessness and housing and Councillor Pandor confirmed that the administration was looking to address the issue of housing in an holistic way, including a review of the Council's future relationship with Kirklees Neighbourhood Housing.

Councillor Pandor confirmed that work was underway to allocate the additional budget allocation for youth services, this included exploring the creation of a youth zone. The aspiration was to support young people to contribute to the community, develop skills and ambition and reduce the risk of them being drawn into criminal behaviour.

In respect of the Huddersfield blueprint work, Councillor Cooper welcomed the launch. Clarification was sought on the governance and ownership of the project. Councillor Cooper was keen that the Council did not lose the initiative but was able to lead and pull other groups in to work together. Councillor Pandor explained that the next phase of the project would be working up more detail and identifying key timescales. A copy of the document would be shared with the committee once it was

Overview and Scrutiny Management Committee - 9 September 2019

available. The Council would also seek to identify any lessons learned from the project, which would inform initiatives in other areas of Kirklees.

Councillor Smaje asked about information on the website for local businesses and residents concerned with leaving the European Union. Other local councils had links on their websites to signpost people to information. Councillor Pandor agreed to look into the issue.

The committee continued to explore how local businesses were being supported through the council's approaches. Cllr Pandor explained that procurement processes were being tailored to support the local economy, for example breaking up large contracts to enable smaller local businesses to bid for specific elements. Work was ongoing to help small businesses to be able to access procurement processes. Cllr Pandor undertook to provide a copy of a spread sheet capturing information relevant to retaining wealth locally and inclusive growth.

The committee concluded its discussion by talking about the seven ambitions of the Council and how elected members would be embedded at the heart of the organisation. Cllr Pandor felt that the importance of the democratic process was something all staff needed to understand. In addition the Council was looking at developing the capacity of councillors to give them the tools to carry out their role at the centre of their communities.

Resolved:

(1) The Committee thanked Cllr Pandor, Leader of the Council for attending the meeting and noted the priorities he had identified for the 2019/20 municipal year.

(2) That once available, the committee receive the timetable and key milestones for the Huddersfield Masterplan project.

(3) That the Leader would follow up on the concerns raised about the lack of information on the Council's website for businesses and residents on leaving the European Union.

(4) That the Leader provide the committee with the spread sheet data and other strategic information related to inclusive growth work.

33 Place Based Working - Update Report

The Management Committee considered an update on the work taking place to develop the Council's approach to Place Based Working. Rachel Spencer Henshall, Strategic Director and Carl Whistlecraft, Head of Democracy attended to present the item.

The committee noted that place based working was one of the core elements of Kirklees Council's Corporate Plan. The developing approach was predicated on the view that citizens and communities are best placed to know their own challenges and their strengths but could not always achieve change alone. Communities and their representatives were being put at the heart of system design and delivery which could significantly increase the impact for citizens.

Overview and Scrutiny Management Committee - 9 September 2019

It was noted that place based working would use a range of local information, insight and intelligence to achieve the best outcomes for individuals and communities. It would involve working with the council's partners to make sure that geographically, the whole system of Kirklees is aligned around local places with which people identify.

It was recognised that solutions would not be 'one size fits all' and wherever possible solutions would be tailored to meet personal and local requirements. Work would bring multi-agency teams together around the place, sharing their knowledge and skills. Work would be in the best interests of the community and the people, not the organisations. Place based working would take a common sense approach to supporting people to help themselves.

In undertaking work it was important to understand that Kirklees was a diverse and vibrant network of towns, people and communities. Council wards sat at the heart of geographies and were the building blocks for developing the approach to place based working.

The report continued to explain how the council had commissioned Collaborate to assess the views and perspectives of stakeholders to help to understand the current situation and the barriers and opportunities to going further. A copy of the Collaborate report was provided for the committee.

The report continued to update on the progress made in beginning to develop an approach to place based working with specific reference to the following areas:

- The wider strategic context
- Place Partnerships
- Ward and sub-ward ward partnerships
- Citizen engagement and the Place Standard
- Proposals regarding strategic coordination and operational support.

The committee thanked officers for the comprehensive report and raised initial concerns about the need to move to innovative practice, having observed some outdated practice at a local ward level. Rachel Spencer Henshall acknowledged that there was work to do to ensure a shared understanding and cohesive approach to the work across council services and partners.

The committee members who had experience of using the place standard agreed that it was excellent for engaging local people in conversations. However, it was resource intensive and the council needed to ensure that work was properly resourced at all stages in order to maximise the effectiveness of the approach.

The committee discussed the challenges facing the Place Partnerships in spending the funding allocated for mental health and domestic violence work, given the delay in the work starting. Ms Spencer Henshall indicated that assurance had already been given that funding could be rolled forward.

The committee recognised that a successful place standard engagement exercise was likely to raise community expectations and queried how those expectations

Overview and Scrutiny Management Committee - 9 September 2019

would be managed. Carl Whistlecraft explained the further phases of the place standard work and how it would help to prioritise areas of work and subsequent feedback to communities. It was recognised that in order to maximise effectiveness, the council needed to work closely with partners.

In providing feedback on the approach, Councillor Marchington suggested that councillors need to be involved in the project a little earlier. It was also suggested that perception surveys may be appropriate to gauge how people felt about the engagement.

In respect of the Place Partnership work it was considered important there was evaluation work to understand the effectiveness of the additional funding and how it had been targeted. In order to see impact in the priority areas a longer timescale was required, rather than looking to change the funding priorities every year.

In welcoming the Place Partnership work the committee felt there needed to be clearer intelligence information available on mental health and domestic abuse. It was important to understand where gaps there were in an area, where services were currently working and how the partnership monies could be used to add value and avoid duplication.

The committee discussed how it wished to scrutinise place based working moving forward and agreed that a subgroup would be formed, drawing membership from the Corporate Scrutiny Panel and the Economy and Neighbourhoods Scrutiny Panel. It was requested that future information coming to scrutiny should start to include timescales and specific priorities.

Resolved:

- (1) The committee thanked Rachel Spencer-Henshall and Carl Whistlecraft for their informative presentation and report on place based working.
- (2) That a small sub group drawn from members of the Corporate Scrutiny Panel and the Economy and Neighbourhoods Scrutiny Panel be set up for the remainder of the municipal year to scrutinise the development of place based working in Kirklees.
- (3) That future information incorporate where possible timescales, milestones and outcomes.

34 Request to establish a Joint Health Scrutiny Committee

The Committee considered a request to establish and appoint the membership of a joint health scrutiny committee. The committee would review proposed changes to specialist vascular services for adults in West Yorkshire. The joint committee would include membership from across the region.

Kirklees had been allocated two places on the Committee and OSMC was asked to agree how the places should be allocated in Kirklees with reference to political ratios on the Council.

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The committee was also asked to consider if it wanted to delegate the power of referral to the Secretary of State, to the joint health scrutiny committee or to retain it within the council.

In considering the report the committee agreed that the Kirklees area was significantly affected by the proposals for vascular services and should be part of the joint health scrutiny committee. The places should be allocated on a 1:1 basis. The committee agreed that the power of referral should be delegated to the joint committee for this issue only. Any other formal joint work being undertaken at a regional level would require further consideration by Overview and Scrutiny Management Committee if a power of referral may be exercised.

- (1) The Committee approved the participation of Kirklees Council in a Regional Joint Health Scrutiny Committee to look at vascular services.
- (2) That the two Kirklees places on the joint committee be allocated on a 1:1 ratio, with nominations being provided by Group Business Managers.
- (3) That the Kirklees Council power of referral to refer concerns about the proposals to the Secretary of State, be delegated to the joint committee subject to agreement of the terms of reference.
- (4) That due to the urgent need for the joint committee to start its work, once the draft terms of reference are available, they are circulated to members of the Overview and Scrutiny Management Committee for comments to the Chair. Having due consideration of points raised, the Chair of the committee will make the final decision on approval or the proposed amendment of the terms of reference.

35 Scrutiny Panel Lead Member Reports

The Management Committee considered update reports from the four Scrutiny Panel Lead Members on the recent work of their panels.

Councillor Marchington highlighted the on going work looking at the improvement work in Children's Services. He suggested that there may be a need to look at the effectiveness of partnership working. The panel also needed a better understanding of how Scrutiny can use and interpret data.

Councillor Smaje provided a verbal update on the work she had undertaken as Chair of Scrutiny, including several briefings to help inform discussions at future management committee meetings.

Resolved:

- (1) The committee noted that the Lead Member update reports on the work of scrutiny panels since the beginning of the new municipal year.
- (2) Councillor Smaje provide a verbal update on her work as Chair of Scrutiny, including briefings with the Chief Executive and heads of service.

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- (3) The committee noted that the Scrutiny Annual Report 2018/19 would be considered at Council on 18 September 2019.

36 Date of Next Meeting / Agenda plan

Resolved:

- (1) Noted that the next scheduled meeting would be held on 4 November 2019 at 2.00 p.m. Councillor Marchington submitted his apologies.
- (2) Agreed that an additional meeting be scheduled for 2 October 2019 at 4.30 p.m. (This meeting was subsequently postponed).

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

Name of meeting: Overview and Scrutiny Management Committee

Date: 4 November 2019

Title of report: Update on the Corporate Transformation Programme

Purpose of report

The report provides an update on progress of the council's corporate transformation activities for 19/20.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No – The item is for discussion rather than decision
Date signed off by Strategic Director & name	Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health, 23 October 2019
Is it also signed off by the Service Director for Finance IT and Transactional Services?	No – item for discussion
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	No – item for discussion
Cabinet member portfolio	Cllr Graham Turner, Corporate Portfolio Holder

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

Ward councillors consulted: None specifically for this report.

Public or private: Public

(Have you considered GDPR?) Yes

1. Summary

The council set out the change in focus of transformation activities on areas that affect the whole council, acknowledging the challenges we face are 'system-wide' – i.e. if we consider the 7 shared outcomes, none can be achieved by one team, service, or organisation alone. The council recognised that the transformation capacity and capability needed to be developed which was more than project and programme management in order to deliver transformational change.

This report sets out the changes made since March 2019 and the current direction of our transformation activities.

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

2. Information required to take a decision

2.1 Background

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

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

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

In March 2019 we set out the change in focus of transformation activities on areas that affect the whole council, acknowledging the challenges we face are ‘system-wide’ – i.e. if we consider the 7 shared outcomes, none can be achieved by one team, service, or organisation alone. The council recognised that the transformation capacity and capability needed to be developed which was more than project and programme management in order to deliver transformational change.

When considering possible areas for Transformation team involvement, opportunities are now being assessed by senior officers and councillors for how they relate to:

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

The current priorities for team input were assessed as;

- Organisation Design
- The development of Place-based working
- Strengthening enabling services

- High Needs
- Placements
- Waste
- Adult Social Care, Children's Improvement

2.2 Transformation Team

In May 2019 a number of staff from the Corporate Transformation Team were realigned to services, to enable services to embed change as 'business as usual', leaving a core team consisting of Transformation Leads, Programme Managers, Project Managers and a Project Officer. The realignment reflected the need for the team to refocus its efforts and attention on cross-council and cross-partnership change in subject matter areas which are often challenging and require more innovative or radical solutions. This is a shift from the previous pure programme and project management focus. The team recognises it has a role to play in helping Kirklees to achieve its outcomes by dealing with complex and challenging issues which require a whole system approach that puts people first.

The development of the capacity and capability of the team is a key priority. The team are working in a more flexible, agile way using new methodologies and have developed clarity on the role and purpose of the team and the value they add to transformational improvement activity taking a 'system' view. The team have developed a clear purpose and offer, see Appendix A.

2.3 Transformation priorities progress update

All of the transformation activities are focused on delivering benefits; beyond savings and into broader outcomes for the citizens of Kirklees.

Organisation design

Work is underway to consider the future shape of the Corporate Centre – i.e. what functions and capacity will be required to support the statutory responsibilities of the council, working with and within communities and ensuring that citizens are not hindered by structures. A maturity self-evaluation which defines where the corporate centre and its functions are now, in terms of their purpose and values and where we want to be has been completed. Workshops are planned with agreed priority work areas and a change management plan will be agreed by the end of December 2019.

The development of Place Based working

The council has committed to working with communities and delivering services that recognise the diversity of the different places across Kirklees and their needs; moving resources into local areas, working across partnerships to address needs earlier. Place-based working is one of the core elements of Kirklees Council's Corporate Plan. What it means to us 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.

At its meeting on 9 September 2019 Overview and Scrutiny Management Committee received an [update report](#) and presentation on the developing approach to place-based working which sought to pull together the emerging strands of work into one place. That report provides the context for the ways in which transformation activity will support the developing programme of work. Key areas of focus will include supporting:

- The development of a prioritised and cohesive programme of work, building on the recommendations from diagnostic work;
- The creation of robust governance structures to facilitate programme delivery;
- Engagement to facilitate the creation of an operating model to support place-based working;
- Parts of the Place Partnership delivery framework;
- The review of core policies which will facilitate the delivery of place-based working.

Overview and Scrutiny Management Committee have agreed specific arrangements for the place-based working programme. This will involve the creation of a sub group of the Corporate and the Economy and Neighbourhood Panels who will monitor progress between now and the end of the current municipal year. This will include the ways in which transformation input is facilitating such work.

Strengthening enabling services

‘System view’ mapping has been undertaken on individual service improvement projects that sit outside of the priorities. Three programmes of work, which will support the organisation to deliver the Corporate Plan have been identified. They focus on the implementation of the People, Assets, and Access strategies; People, Access and Asset. Through mapping the connections our aim is to support the organisation to recognise opportunities, provide a more systemic view of how the organisation is developing and where it might be wise to invest more time or resource. These programmes of work will be further defined by the end of December 2019.

High Needs

Peopletoo, an independent consulting agency, in partnership with the Transformation team have concluded a review of our ambitions and plans for children and young people with Special Education Needs and Disability (SEND) and High Needs in Kirklees. In summary, this review sought to hear the perspectives of key stakeholders and service users on the strengths, opportunities and challenges in addressing SEND and High Needs. The recommendations focus on 6 strategic priorities; Governance arrangements for SEND, Early Identification and Early Intervention, Joined up working, High quality provision, Inclusion and Preparing for adulthood. A review of SEND governance arrangements is a priority and underway. The newly appointed Service Director for Resources, Improvement and Partnerships in Children’s Services, Tom Brailsford, is considering how this plan enhances existing initiatives in Children’s Services and the existing programme of work within the Children’s Service Improvement team.

Placements

People in Kirklees are living longer and living longer with multiple long term conditions, this includes children who transition into adulthood with profound and complex learning disabilities, working age adults with acute mental health conditions and people living into old age with age related conditions such as frailty and dementia. Discovery work has been undertaken to scope the current breadth and range of the improvement work that is being undertaken within services to ensure the council is transforming to meet the current and future need.

Discovery work concluded that an external review would not be beneficial at this point in time due to the significant internal improvement work underway. Next steps include;

- Review of intelligence gaps identified through the review of placements to be considered alongside the analytics review being led by our corporate intelligence team for adults.
- The financial forecast to be considered alongside the High Needs review.
- Scoping in relation to current governance arrangements and assurance measures.
- Scoping in relation to creating the capacity and conditions for continued horizon scanning.

Scoping activity will be completed by mid-December 2019, along with recommendations for next steps.

Waste

We are facing increasing cost pressures in relation to waste management due to the increasing population and demands on local authority services and the National Resource and Waste Strategy (December 2018) is likely to bring additional waste collection burdens for Local Authorities. The current 30 year PFI Waste Contract ends in 2022-23 which will need significant financial investment. The financial impact on revenue budgets could be in the order of millions additional recurrent cost per annum, notwithstanding all options being explored to mitigate this impact as far as possible.

Waste and recycling is a key part of our Green and Clean Outcome and considering waste services impact every resident in the borough they will continue to be closely scrutinised by councillors and residents alike. A diagnostic assessment underpinned by our principles, place, people and partnerships, is currently being undertaken to develop a 'system' view of waste, which is on course to be completed by the end of November 2019. In addition we have committed additional transformation resource to waste.

Street cleansing is being considered as part of the 'system' view of waste. The diagnostic phase specifically in this area is complete. The Emerging Findings Report identified five broad but critical areas requiring further attention:

- i. Cross Service Delivery
- ii. A Clear Street Cleansing Policy
- iii. Pooled Outcome Based Budgets
- iv. Specific improvements Street Cleansing Delivery
- v. Public and Stakeholders Education and Enforcement

Fly-tipping has been identified as a priority due to its high profile, impact on the environment and cross cutting issues linked to all 5 areas.

Work has included facilitation of a cross-council workshop resulting in a proposed new approach to reporting and clearing fly-tipping. The proposal aims to remove barriers that the existence of multiple teams and budgets have created across all council services involved in fly-tipping. The focus is on improving the customer experience and the efficiency of service delivery. The products and learning will be used to develop approaches to issue reporting across the public realm.

A digital end-to-end fly tipping reporting solution has been developed. The new solution allows citizens and councillors to report, upload evidence, attach themselves to an existing report (reducing duplicate reports and customer contacts), track status via the MyKirklees Account and submit emails.

Adult Social Care, Children's Improvement

Change activity within children's and adults has become 'business as usual', with the re-allocation of project and programme managers' capacity. The contribution of transformation skills to support the achievement of outcomes for both children and adults will continue where transformation capability is identified. The focus on High Needs, Placements and instances where other high-risk service areas are identified demonstrates this.

'Business as usual' change is overseen within the directorates, however, in order to ensure we take a 'system view' of change across the organisation and recognise both opportunities and gaps, directorate leads have been allocated from within the transformation team to each directorate.

3. Implications for the Council

3.1 Working with People

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

3.2 Working with Partners

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

3.3 Place Based Working

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

3.4 Improving outcomes for children

- Ensuring children have the best start in life is a key outcome of our Corporate plan, through taking a system view of transformation we are committed to identifying and maximising all opportunities to support the organisation to ensure that the children of Kirklees thrive.

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

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

4. Consultees and their opinions

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

5. Next steps and timelines

Regular reporting of progress updates into Overview and Scrutiny Management Committee – suggestion of every 6 months.

6. Officer recommendations and reasons

To note progress and provide feedback on how Scrutiny wish to be involved in the specific areas of work listed within this report.

7. Cabinet portfolio holder's recommendations

To note ongoing progress in transformation activities.

8. Contact officer

Clair Ashurst-Bagshaw Head of Transformation and Culture Change

9. Background Papers and History of Decisions

None

10. Service Director responsible

Andy Simcox, Service Director for Strategy and Innovation

Transformation Team Offer and Expectations

Our Offer

Support with:

- problem definition
- scoping, defining and planning change projects
- idea generation
- project management

Make change stick:

- develop skills, tools and techniques
- work alongside frontline on development of change
- develop, transfer and embed skills to services

Improve outcomes and create efficiencies:

- bridge boundaries
- track impact, measure and celebrate success
- define value as 'better' outcomes which also reduce cost where appropriate

Knowledge and Skills (examples)

- Project scoping
- Co-design workshops
- Horizon scanning
- User interviews

- Benefits mapping
- Research
- Impact assessments
- Process mapping
- Innovation

- Trouble shooting
- Project Management
- Facilitation
- Critical Friend
- Change methodology

- Systems leadership
- Root Cause Analysis
- Stakeholder Engagement
- Organisational development

Our Requirements

Executive team project sponsor
Service / Team project lead
Business support capacity

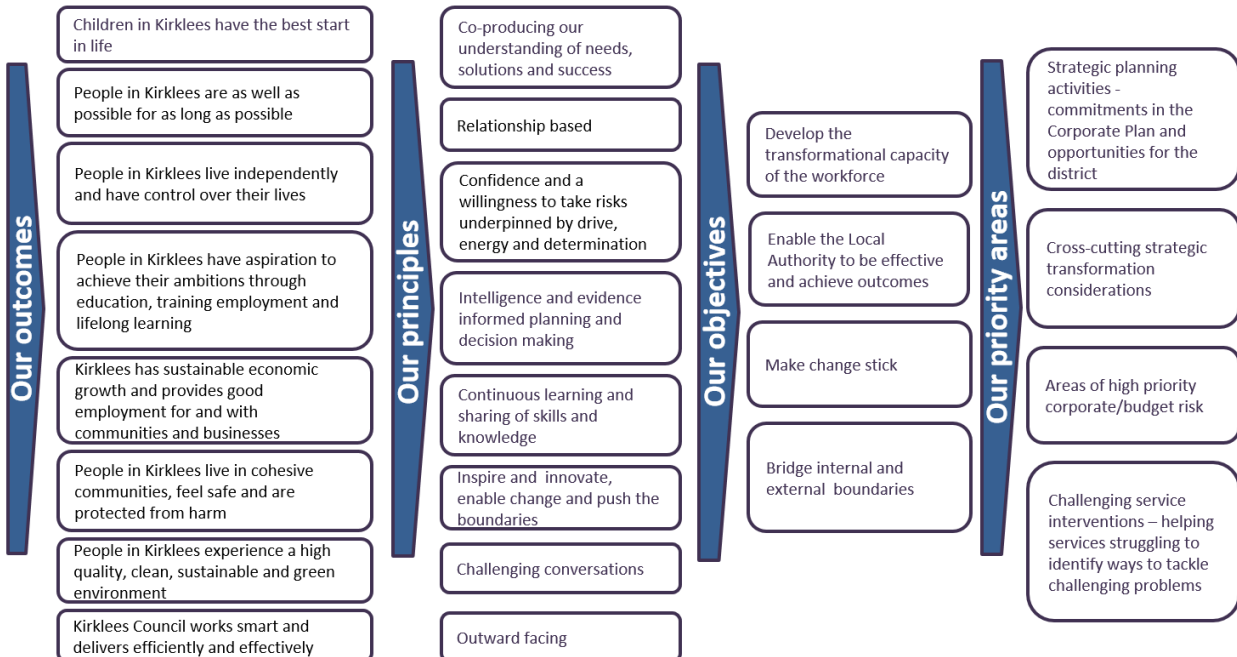
A willingness and capacity to change from the team / service
Openness and honesty

Following executive project sponsor appointment we aim to triage all requests within 5 working days and inform sponsors of project initiation start date. Timescales are dependent on the current priorities set by the Transformation Portfolio Board and team capacity.

The team will work in a fluid way to provide the right support; our activity and level of involvement will reflect this.

Transformation Team

To understand the complexity of needs of the people and places of Kirklees and provide support and challenge for change to enable the council and partners to achieve our shared outcomes.



Business Unit lead contact:

Strategy and Commissioning – Siobhan Finnigan Siobhan.Finnigan@kirklees.gov.uk
 Economy and Infrastructure – Clair Ashurst-Bagshaw Clair.Ashurst-Bagshaw@kirklees.gov.uk
 Children – Hannah Elliott Hannah.Elliott@kirklees.gov.uk
 Adults – Clair Ashurst-Bagshaw Clair.Ashurst-Bagshaw@kirklees.gov.uk



Name of meeting: Overview and Scrutiny Management Committee

Date: 4 November 2019

Title of report: Request to establish Ad Hoc Scrutiny Panel

To consider a request to establish an Ad Hoc Scrutiny Panel to look at the most appropriate future arrangements for the Council’s residential housing stock.

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	Richard Parry 24 October 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	Housing and Democracy / Regeneration / Corporate

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. Information

- 1.1 At a meeting of leading councillors held on Monday 14 October 2019, there was a discussion on the feedback from a Local Government Association Corporate Peer Challenge. One area of discussion was the recommendation that the Council consider its future relationship with the current Arms Length Management Organisation (ALMO) Kirklees Neighbourhood Housing. This also reflects the conclusions reached in a Cabinet report of 18th December 2018 which, amongst other actions, noted the outcomes of an options appraisal and proposed that the position be revisited in 12-18 months.
- 1.2 The meeting concluded that Overview and Scrutiny Management Committee would be asked to establish an Ad Hoc Scrutiny Panel to carry out a focussed piece of work to identify the best option(s) for the Council to achieve the right balance of risk to the Council and outcomes for local residents in relation to the housing stock for which it is the landlord.
- 1.3 In considering this request it is emphasised that the work will need to have cognisance of the findings of the Hackitt Review and the changing risk and regulatory landscape. The work will explore the risks and benefits of different models of housing delivery and associated opportunities to maximise the contribution of the Council's housing stock to better outcomes for the borough's more vulnerable residents.
- 1.4 It is also important to note that the scrutiny work will not be reviewing the day to day operation of KNH as the manager of the Council's housing stock, but instead will have a broader focus on risk, outcomes and strategic direction moving forward.
- 1.5 It was requested that the work progress at pace so a findings report can be finalised early in 2020.

2. Next Steps

- 2.1 The Overview and Scrutiny Management Committee is asked to consider establishing an Ad Hoc Scrutiny Panel into the Council's future relationship with its Arms Length Management Organisation, with the aim of producing a findings report early in 2020.
- 2.2 It would be usual for the terms of reference to be circulated with this report, however given the short timescale for progressing this request the draft terms of reference are still being finalised. It is hoped they will be available for consideration at the committee meeting on 4 November.
- 2.3 The Committee will need to consider the composition of the ad hoc panel, including political ratios and the inclusion of voluntary scrutiny co-optees. In line with the Council's political balance the current ratio for panels is 3:1:1. However previous practice in Kirklees Council has been to provide an opportunity for all main political groups to have representation on an ad hoc scrutiny panel.

2.4 Article 6 of the Council's Articles of the Constitution states that 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.

3. Implications for the Council

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

4. Consultees and their opinions

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

5. Next steps

Subject to approval to establish an ad hoc panel, officers will contact Group Business Managers and agree a schedule of meetings for the work to begin as soon as possible.

6. Officer recommendations and reasons

That OSMC considers the request to establish an Ad Hoc Scrutiny Panel and confirms the ratio and membership details for the panel and timelines for the work.

7. Cabinet portfolio holder recommendation

Not applicable

8. Contact officer and relevant papers

Penny Bunker, Governance and Democratic Engagement Manager
Tel: 01484 221000 Email: penny.bunker@kirklees.gov.uk

9. Service Director responsible

Julie Muscroft, Service Director, Legal, Governance & Commissioning

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Name of Meeting: Overview and Scrutiny Management Committee

Date: 4 November 2019

Title of report: Update on Elective Home Education Ad-hoc Scrutiny Panel

Purpose of report:

To provide an update on the progress of the work of the ad-hoc scrutiny panel in relation to Elective Home Education, and to outline work still to be completed.

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>	Not Applicable
The Decision - Is it eligible for call in by Scrutiny?	Not Applicable
Date signed off by <u>Strategic Director</u> & name	Not Applicable
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?	Yes 24.10.19
Cabinet member portfolio	Councillor Carole Pattison - Learning, Aspiration And Communities

Electoral wards affected: All

Ward councillors consulted: Not Applicable

Public or private: Public

Has GDPR been considered? Yes GDPR has been considered.

1. Summary

- 1.1** Further to the request for a progress report by the Overview and Scrutiny Management Committee, this report provides an update on the work of the ad-hoc panel considering elective home education.

2. Information

- 2.1** Elective home education (EHE) is the term used by the Department for Education (DFE) to describe parents' decisions to provide education for their children at home instead of sending them to school. This is different to home tuition provided by a Local Authority, or education provided by a Local Authority other than at a school.
- 2.2** The Terms of Reference of the Ad Hoc Panel are:
- To scrutinise Elective Home Education in Kirklees, with a particular focus on;
- Developing an understanding of why some parents and carers choose to home educate, and for how long children are typically home educated for.
 - Scrutinising the Local Authority's responsibilities for home educated children.
 - Scrutinising how the Local Authority identifies, supports and ensures the safety and wellbeing of electively home educated children.
 - Scrutinising elective home educated children's progression onto further education and employment and the outcomes achieved at Key Stage 4 & 5.
- 2.3** The Panel began by developing an understanding of why some parents and carers choose to home educate. The Panel heard that the reasons for deciding on this approach were varied, as are the styles of education undertaken. For a significant number of families this was a decision based on their philosophical, spiritual or religious outlook, for others it was to meet the specific needs of a child or children. However, the Panel was informed that some parents have reported that an issue at school had led to their consideration of electively home educating their child.
- 2.4** Numbers of electively home educated children in Kirklees fluctuate throughout the year, for a variety of reasons. In addition there are children that are being educated at home that the Council may not be aware of, as it is not a legal requirement to register. At the start of September 2019 approximately 350 children were recorded as home educated.
- 2.5** Visits were made to talk to parents of electively home educated children at 3 drop-in events in September and December 2018. The Panel also spoke to those who had previously home educated, to understand the educational and employment achievements of their children.
- 2.6** The Panel also met with officers from C & K Careers who outlined the work that they undertake with EHE children who would be in the equivalent KS4 cohort.

Recent Work:

- 2.7 New guidance was issued by the Government in April 2019; 'Elective Home Education, Departmental Guidance for Local Authorities' (<https://www.gov.uk/government/publications/elective-home-education>) and the implications of this for Kirklees are under consideration. The Panel met with officers from Early Learning and Support, in September, to understand the potential implications of the guidance for Kirklees and what the current position is within the Council. It was noted that the guidance was non-statutory but set out the view of the DfE about how local authorities should manage elective home education.
- 2.8 The Panel also met with the owner of a website dedicated to providing information and support to home educators, who is a recognised expert in this field, and two current home educators from within Kirklees, on 20th September 2019. The Panel discussed the new guidance with them along with the key ways that they considered the Council might better support home educators.
- 2.9 The session on 20th September elicited information in relation to certain key issues for home educators, a number of which were also echoed in guidance. These included the need for a clear and transparent policy, setting out how the authority will engage with parents, preferably drawn up in consultation with local families. Also, the importance of an established, clear point of contact with this person/people having good knowledge and understanding of elective home education. It was pointed out that there were potential benefits for the local authority of improved communication and engagement with home educating families.

3. Implications for the Council

- **Improving outcomes for children**

The Panel would like to ensure the best possible offer for children who are electively home educated. The panel will continue to scrutinise the Local Authority's responsibilities and offer for electively home educated children.

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

The Home Education (Duty of Local Authorities) Bill completed its House of Lords stages on 24th July 2018 and was presented to the House of Commons on the same date. Details of the Home Education Bill can be found at:-

<https://services.parliament.uk/bills/2017-19/homeeducationdutyoflocalauthorities.html>

Should the Home Education (Duty of Local Authorities) Bill gain Royal Assent, this will increase the duty of the Local Authority and will have financial implications on the service.

4. Consultees and their opinions

Not applicable.

5. Next steps and timelines

- 5.1 The Panel agreed that it was important that the voice of the child was heard in considering this issue. Arrangements are being made to seek the input of young adults who have been home educated about their experiences and the support that they were offered.
- 5.2 The Panel will also be seeking information from; local head teachers, in relation to issues such as flexi-schooling and the provision of information when a child is removed from roll; and adjacent local authorities, to ascertain their offer to home educated children.
- 5.3 The Panel hopes to be able to complete the information gathering and pull together its recommendations by the end of the year.

6. Officer recommendations and reasons

That the ongoing work of the ad-hoc scrutiny panel be noted and the approach set out in paragraph 5 be endorsed.

7. Cabinet Portfolio Holder's recommendations

Not applicable.

8. Contact officer

Sheila Dykes, Principal Governance & Democratic Engagement Officer
01484 221000 E-mail: sheila.dykes@kirklees.gov.uk

9. Background Papers and History of Decisions

Elective Home Education – Terms of Reference

10. Service Director responsible

Julie Muscroft, Service Director, Legal Governance and Monitoring



Name of meeting: Overview and Scrutiny Management Committee

Date: 4 November 2019

Title of report: LGA Corporate Peer Challenge

Purpose of report

To seek input from OSMC on the approach to the development of an action plan that responds to the recommendations from the LGA Corporate Peer challenge.

1. Summary

- 1.1 This report summarises the format of the corporate peer challenge that was undertaken in Summer 2019, and sets out the approach to the development of action plan to address the subsequent recommendations shared by the peer challenge team.
- 1.2 The action plan will be presented to Cabinet, and subsequently considered by Council on 13 November.

2. Information required to take a decision

- 2.1 Peer challenges are improvement focused and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement. The process is not designed to provide an in-depth or technical assessment of plans and proposals.
- 2.2 The Kirklees corporate peer challenge took place from 9 - 12 July 2019. It involved substantial input from a wide range of staff, elected members and stakeholders.
- 2.3 The peer team considered the following five questions which form the core components covered by all Corporate Peer Challenges. These are the areas the LGA believe are critical to councils' performance and improvement:
 1. *Understanding of the local place and priority setting:* Does the Council understand its local context and place and use that to inform a clear vision and set of priorities?
 2. *Leadership of Place:* Does the Council provide effective leadership of place through its elected Members, officers and constructive relationships and partnerships with external stakeholders?
 3. *Organisational leadership and governance:* Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?
 4. *Financial planning and viability:* Does the Council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?
 5. *Capacity to deliver:* Is organisational capacity aligned with priorities and does the Council influence, enable and leverage external capacity to focus on agreed outcomes?

- 2.4 In addition, the Council asked the peer team to take a sense check of whether the Council has the right focus, how the Council's 'journey' might be speeded up and what more the Council could do.
- 2.5 The peer team have shared their feedback report. The report identified key strengths including:
- Strong communities with strong identities.
 - Incredibly dedicated and committed staff.
 - An ambitious investment budget.
- 2.6 It also set out a series of key recommendations to the Council.
- 2.7 The recommendations have been discussed at a meeting of cross party Leaders in October, and the full feedback report will be discussed at Cabinet on 12 November. The action plan that will address how the Council will respond to the peer team's recommendations will be considered by Council on 13 November.
- 2.8 The action plan will form an addendum to the [Corporate Plan](#). Progress against it will be reported on a quarterly basis, aligned with Corporate Plan progress reports.

3. Implications for the Council

3.1 Working with People Partners and Place

The peer challenge team saw much evidence of the "We're Kirklees" journey and its focus on people, partners and place during their time in Kirklees. The direction of travel it represents is supported in the recommendations in the feedback report, particularly around place-based working.

3.2 Improving outcomes for children

There are no recommendations specifically focused on outcomes for children, though the action plan will ensure that children and young people are considered in follow up actions including communication and engagement.

3.3 Other (e.g. Legal/Financial or Human Resources)

The peer challenge is not a statutory requirement and the recommendations made by the peer team are recommendations rather than requirements. The action plan being developed will form an addendum to the Corporate Plan which is part of the Council's Article 4 Policy Framework.

Workstreams within the action plan which require more detailed consideration will be subject to further decisions.

4. Consultees and their opinions

During the peer challenge period the peer team:

- Spoke to more than 300 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 50 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 280 hours to determine their findings – the equivalent of one person spending more than 7 weeks in Kirklees Council.

5. Next steps and timelines

Cabinet – 12 November
Council – 13 November

6. Officer recommendations and reasons

To note the approach to the peer challenge and associated action plan.

Contact officer

Kate McNicholas – Head of Policy, Partnerships and Corporate Planning

Service Director responsible

Andy Simcox

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

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

<p>4 November 2019</p> <p>2.00 p.m.</p> <p>Council Chamber HTH</p>	<p>Progress report on Ad Hoc Scrutiny Panel - Elective Home Education - Sheila Dykes</p> <p>Transformation Programme progress report , including milestones and timescales for work streams - Rachel Spencer Henshall</p> <p>Outcomes of Peer Review and Next Steps - Rachel Spencer Henshall / Andy Simcox</p>	
<p>2 December 2019</p> <p>2.00 p.m.</p> <p>Council Chamber HTH</p>	<p>Cohesion Strategy - Carol Gilchrist / Ali Amla (TBC)</p> <p>Regional Update – to include Inclusive Growth and officers of the West Yorkshire Combined Authority / Leeds City Region Enterprise Partnership - Angela Blake / Nick Howe</p>	
<p>13 January 2020</p> <p>2.00 p.m.</p> <p>Council Chamber</p>	<p>Scrutiny Lead Member Reports</p> <p>Democracy Commission Working Group – Progress Report</p> <p>Equality and Diversity Update - David Bundy (TBC)</p>	
<p>9 March 2019</p> <p>2.00 p.m</p> <p>Council Chamber</p>	<p>Leader of Council – Update on Priorities 2018/19 - Cllr Shabir Pandor</p> <p>Annual Review of Flood Risk Management Action Plan - Tom Ghee</p> <p>Regional Update - Angela Blake / Nick Howe</p>	
<p>15 April 2019 (TBC)</p> <p>2.00 p.m</p>	<p>Year End highlights Scrutiny Lead Member reports - All Lead Members</p>	

To schedule: Crime and Disorder – agree focus of update