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## **KIRKLEES COUNCIL**

### **OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

**Monday 4th July 2016**

Present: Councillor Julie Stewart-Turner (Chair)  
Councillor Cahal Burke  
Councillor Ken Sims

Apologies: Councillor Gulfam Asif

**8 Membership of Committee**

Apologies were received from Councillor G Asif.

**9 Minutes of Previous Meeting**

The Committee considered the Minutes of the meeting of the Committee held on 30 June 2016.

**RESOLVED** - That the Minutes of the meeting of the Committee held on 30 June 2016 be approved as a correct record.

**10 Interests**

No interests were declared.

**11 Admission of the Public**

All items were discussed in public session.

**12 Corporate Plan 2016/17**

The Committee considered the priorities set out in the Council's Corporate Plan 2016/17 and welcomed John Heneghan to the meeting.

John Heneghan advised the Committee of the vision for New Council which focussed on:-

- Enabling individuals and communities to do more for themselves and each other.
- Keeping vulnerable people safe and in control of their own lives.
- Focusing resources on things that only the Council can do.

John Heneghan explained that the Corporate Plan reported on progress and achievements during 2015/16 and the Council's priorities and objectives moving

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forward. The Corporate Plan was also a performance management document and was used to inform Directorate Plans for the future.

John Heneghan advised the Committee that there were no major changes to the Council's vision from last year (2015/16), but that the Corporate Plan included practical examples of how the Council was changing.

The Committee was informed that over the next 12 months the Council will embark on work to determine what Democracy will look like in a New Council. The Kirklees Democracy Commission will be responsible for leading this debate.

The Committee noted that the Democracy Commission would look at changing the role of Councillors in New Council. The Committee was informed that democratically elected Councillors, representing citizens, continued to play an important role in leading the relationship between the Councils and its communities. John Heneghan advised that the Council and its relationship with local people was changing, and went on to explain that in the context of diminishing resources, the Devolution Agenda, reduced voter turnout and the opportunities of greater participation in a digital age, it was timely to revisit what democracy should look like and feel like in a changing Kirklees.

The Committee discussed relationships between Councillors and officers and whether these were working well. The Committee felt that it could depend on the experience of the officer they were dealing with, as to whether further options and opportunities could be explored when resources were being reduced. John Heneghan emphasised that implicit within the Corporate Plan would be a continued emphasis on the importance of strong and effective working between Councillors and officers. The Committee were advised that over the next 12 months focused work would take place to embed the Council's new approach which was set out within the Working Together Effectively Protocol.

John Heneghan advised the Committee that the focus on collaboration was at the heart of the vision for New Council and that there was a need to work closely within colleagues in the NHS and the Police, the voluntary and community sector and the private sector to provide services that were genuinely integrated.

The Committee discussed how the Council was promoting the changing culture across the organisation, installing a positive 'can do' culture and building a flexible modern workforce. John Heneghan explained that the focus of the Corporate Plan was on having clear outcomes and how the organisation could work together to achieve this. The Committee was informed that collaboration was the key focus of the organisation and was at the heart of the vision for New Council. John Heneghan further advised that there was a significant focus on organisational development of the management and leadership within Kirklees. The Committee was informed that training was being rolled out, including 'Coaching as a Leadership Style' which was a combination of traditional training and more modern methods. John Heneghan explained that managers of all levels should be 'living' the New Council vision and leading by example across the organisation. The Committee agreed that the organisational development approach was vital going forward, including a focus on behaviours which were well embedded, along with a high level of understanding

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across the organisation on what was expected. John Heneghan advised that over 400 staff had completed the coaching training.

In response to a question regarding the delivery of messages to all levels of management, John Heneghan explained that the appraisal process within Kirklees was used to set out clear set expectations for managers at all levels.

In response to a question regarding building capacity within communities, John Heneghan explained that a number of strands were outlined within the Corporate Plan, including achievements from 2015/2016. The Committee was advised that initiatives included Cities of Service, impact volunteering, Camoodle, Mayor's Challenge, sharing skills and space and different ways of working within the community.

John Heneghan advised the Committee that the Council was creating a different and more positive relationship with communities and that this was central to the vision of New Council. The Committee was informed that in 2014, Kirklees Council had been one of the first Council's in the UK to develop a Cities of Service programme, looking at ways of involving and supporting volunteers to achieve key outcomes for Kirklees. The Committee acknowledged that as Early Intervention and Prevention gathered momentum, Kirklees would need strong resilient communities to be able to cope with the reduction in resources to Health and Social Care.

John Heneghan advised that the funding for Camoodle was for 3 years and would finish in December 2018. The Committee was informed that the 'platform' would be developed by December 2018 and be mainstreamed and self-containing.

In response to a question regarding how to unlock community asset capacity, John Heneghan agreed to provide information to the Committee on the evaluation of the effectiveness of Camoodle (including assets) and feedback from users and their experiences.

### **RESOLVED -**

(1) That John Heneghan be thanked for attending the meeting to give an update on the Corporate Plan 2016/17.

(2) That the Panel receive information on the evaluation of the effectiveness of Camoodle (including property assets) and feedback from users on their experiences.

### **13 Early Intervention and Prevention**

The Committee considered a presentation on the current position on Early Intervention and Prevention work in Children's Services and welcomed Sue Richards to the meeting.

Sue Richards outlined the vision for Early Intervention and Prevention which was:-

- Working across the Council with partners and communities we will support people and families to plan ahead, stay well and get support when they need it.

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- We will work together to keep people safe and help people in the most appropriate way with the resources we have available.

Sue Richards explained the Early Intervention and Prevention principles as outlined within the presentation.

The Committee was informed that further work was being undertaken to develop a common framework assessment to identify which partner organisations needed to help a family and the Council was looking at an allocated agency worker who would coordinate the support required and agencies involved for an individual or their family.

Sue Richards explained that the new Early Intervention and Prevention model would focus on a coordinated approach without duplication and advised the Committee that one of the aims of the new Early Intervention and Prevention model would be to show how different groups would be able to experience the offer. The Committee suggested that positive experiences could be shared to help spread the message.

Sue Richards explained that the Local Area Coordination (LAC) was an innovative approach to supporting people with disabilities, mental health needs and older people to achieve their vision for a good life, to support people to be part of and contribute to their communities and to strengthen the capacity of communities to welcome and include people. The Panel was informed that the Early Intervention and Prevention model and vision was aligned with the principles of Local Area Coordination.

Sue Richards advised the Committee that the Early Intervention and Prevention outcomes and measures would need to identify who the target groups were and outcomes would need to be clear for families.

The Committee was advised that the Early Intervention and Prevention model would mean new job profiles and roles for staff, in order for them to work in a more flexible and agile way. Sue Richards informed the Committee that job profiles and roles for staff within Social Care would be reviewed over the next 3 to 5 years, which would have significant implications for Human Resources and Industrial Relations. Sue Richards explained that some aspects and functions of the current delivery of the service would be transferred to the voluntary sector and communities and that this work would be phased in over 3 to 5 years in order to ensure sustainable community capacity.

Sue Richards advised the Committee that heat maps had been designed to show dispersed pockets of high deprivation and that multiple vulnerability factors known to increase the likelihood of needing formal interventions and services included loneliness, children in need, youth offending and unemployment (both adult and youth).

The Committee was advised that by the end of March 2017, the Council would have redesigned Adult and Children Social Care, which would be delivered in a phased approach.

**RESOLVED -**

(1) That Sue Richards be thanked for attending the meeting to give an update on Early Intervention and Prevention.

(2) That the Committee's comments and feedback be included within the EIP principles as set out within the presentation.

- 14** **Date of Next Meeting/OSMC Work Programme**  
The Committee considered the agenda plan for the Management Committee during the 2016/17 municipal year and agreed items for inclusion.

The Committee noted that the next meeting would be held on 25 July 2016.

**RESOLVED -**

(1) That the work programme and forward agenda plan be noted.

(2) That the next meeting be held on 25 July 2016.