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## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Monday 4th March 2019**

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

In attendance: Councillor Shabir Pandor – Leader of the Council  
Rachel Spencer–Henshall - Strategic Director, Corporate Strategy, Commissioning and Public Health  
Angela Blake – Service Director, Economy and Skills  
Andy Simcox – Head of Policy, Strategic Partnerships and Transformation  
Penny Bunker – Governance and Democratic Engagement Manager

**50 Minutes of Previous Meeting**

The minutes of the meeting of the Committee held on 7 January 2019 were agreed as a correct record.

**51 Interests**

No interests were declared.

**52 Admission of the Public**

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

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

Councillor Shabir Pandor, Leader of the Council attended the meeting to provide an update on the progress made in delivering the priorities identified earlier in the municipal year.

The Scrutiny Committee noted the following updates:

- Devolution
  - o Discussions were ongoing concerning the One Yorkshire deal following a meeting last week. The Council was still committed to the idea of One Yorkshire and was looking at interim arrangements with aspirations to secure longer term arrangements for Yorkshire.
- Inclusion and diversity
  - o Councillor Pandor emphasised that the inclusion and diversity work was starting to expand the focus from looking inwards to look at what

## Overview and Scrutiny Management Committee - 4 March 2019

other citizens were doing. Work was ongoing to ensure that the Council was benchmarking itself and focussing on areas of under representation. Proposals to develop internships for under represented groups were being developed. Further area of focus was around the resettlement of migrants and refugees.

- Inclusive growth
  - o Councillor Pandor updated on the CLES strategy which had resulted in a spend of over £100m pounds aimed to increase to £135m being spent with local suppliers, thereby creating additional jobs within the local economy. The Council was investing more in co-operative and social enterprise in part as a poverty reduction measure.
  
- Capital investment
  - o Councillor Pandor outlined the £126m which includes £6m of investment in town centre regeneration in both Dewsbury and Huddersfield. Public realm work of up to £750,000 in Dewsbury and £2.5m worth of investment had been identified in Huddersfield. Master plans for town centre regeneration were being developed with a view to being launched after the local elections. In addition £0.5m had been approved for other district centres.

The Committee noted that the approval of the Local Plan was part of delivering 31,000 new homes in the district. The intention was that up to 10,000 of these homes would be delivered in the next 5 years with approximately 1000 being built on council land.

Councillor Pandor reported that a new leisure centre facility in the Spen Valley would be provided at a cost of £13 million pounds.

Looking forward, Councillor Pandor indicated there would be a report to full council on the Waste Strategy with recycling rates requiring improvement. The Council also needed a clear direction regarding food waste which is expected to increase by 50% by 2025. Interim arrangements were being put in place to introduce a garden waste scheme over the summer period, with over 1,000 subscriptions having been received since it was launched.

In reporting on the recently agreed budget, Councillor Pandor emphasised that following several years of budget reductions and protection of reserves, this year the Cabinet had proposed a budget that invested in young people and the regeneration of local areas. An additional £45m had been put into capital expenditure to support investment in town centres and other projects. Finally, an additional £400,000 had been allocated towards work to address domestic abuse and support victims. Councillor Pandor was pleased to report that £210m had been approved for work across the Place Directorate, such as road repairs.

The Committee thanked Councillor Pandor for his update and continued to seek clarification on the devolution model and what was still required to secure agreement. Councillor Pandor agreed that the issue had been ongoing and that the Council were fully committed to the proposal of One Yorkshire. Leaders from

## Overview and Scrutiny Management Committee - 4 March 2019

Barnsley and Doncaster currently participating in the Sheffield South Yorkshire deal, indicated that they would move to a whole Yorkshire devolution deal once it had been agreed. Sheffield and Rotherham intended to stay in the South Yorkshire devolution deal.

Councillor Burke referred back to Councillor Pandor's previous attendance at the Scrutiny Committee at which requests had been made to set up more formal arrangements concerning the distribution of section 106 funding. Councillor Pandor agreed to provide details on progress in this area.

Councillor Smaje asked for an update on how deprivation was being tackled. Councillor Pandor cited some of the work being undertaken as part of CLES and the inclusion and diversity work together with investment in the local economy. Councillor Pandor agreed to provide a fuller response following the committee meeting. Councillor Walker highlighted the success of the Inclusive Growth programme which was integral to the delivery of the Council's Economic Strategy.

Councillor Pandor continued to outline the work that was being undertaken to increase local spend by 10%, this included promotion of the good employer charter to ensure that employees felt valued which would have a subsequent effect on productivity. Work was taking place with public sector organisations, universities and colleges, and large employers in the district to create a model of good practice for employment and standards to encourage others to follow suit. A report on good employers would be considered by the Local Enterprise Partnership Board which included private sector members, to help to shape the way forward.

In concluding the discussion the management committee focussed on Youth Services and the increase in gun and knife crimes in Kirklees. Councillor Pandor emphasised that this was a national problem and that additional budget for youth provision had been included in the recent budget. Cabinet was considering how to invest in young people to support those at risk of becoming isolated and those at high risk, including gangs and criminal behaviour. Councillor Pandor agreed to come back early in the new municipal year to provide an update on proposals for youth provision.

### **RESOLVED -**

- 1) The Committee thanked Councillor Pandor for providing an update on the progress of his strategic priorities for the 2018/19 municipal year.
- 2) That Councillor Pandor provide further information on the items identified in the meeting including;
  - Formal arrangements for the allocation of section 106 funding
  - Examples of measures in place and work to reduce poverty across the borough
- 3) That Cllr Pandor be invited to attend a future meeting of the Committee to provide an update on youth provision arrangements following the allocation of additional funding.

- 4) To consider including an update on migration and resettlement work as part of the Scrutiny work programme for 2019/20.

**54 An update on Effective Regional Working**

The Management Committee welcomed Angela Blake, newly appointed Service Director for Economy and Skills to the meeting and considered an update on effective regional working.

The presentation sought to address the following key questions in relation to Kirklees regional work:

- Where have Kirklees and its residents benefited?
- What have we contributed?
- How can we improve our working together?
- Is the KMC representation at the West Yorkshire Combined Authority appropriate?
- What are our 'asks' of the Combined Authority?
- What does the next 2 years look like in terms of regional working?

Angela Blake advised the Committee that Kirklees residents had benefitted from approximately £140m of funding and investment. Major regeneration schemes had been slow to spend but overall the future looked bright. It was noted that complex transport schemes took time to develop including feasibility and consultation work. Reduced staffing had led to a reduction in the resources available to progress work in some areas. However, Ms Blake was pleased to report that early spend on feasibility work was now complete and there were much better and more robust processes in place including governance and risk mitigation.

The Council were involved in projects such as the achievement of Enterprise Zone status, energy strategy, and digital infrastructure. In respect of the digital infrastructure the Council had secured 42% from the second contract. The presentation continued to indicate that Kirklees had been very successful in securing business grants for SMEs.

In summarising Kirklees Council's contribution to regional working Ms Blake identified a collaborative working approach and working as a reliable and critical friend. The Council continued to have representation on boards and at key meetings.

When summarising how the council could continue to improve how it worked across the region Ms Blake identified the need to ensure that the Combined Authority had a better understanding of Kirklees' priorities and ambitions. It was felt that better quality and more timely reports were required as part of improved communication and information sharing. It was also suggested that we could look at better sharing of resources and more innovation.

The Committee noted that whilst Kirklees representation at the Combined Authority was much improved in terms of Councillors, the officer structures were less clear and it was important to ensure that the right people were attending. The

## Overview and Scrutiny Management Committee - 4 March 2019

presentation suggested that further transparency of decision making and wider information sharing was appropriate. Officers continued to look at how the wider body of Councillors across Kirklees and across West Yorkshire was informed on the work of the Combined Authority.

In identifying what was seen as the Kirklees 'asks' the following areas were identified:

- Improved governance and decision making
- Improved strategic connections across work areas and who is responsible for what
- Simplified structures particularly on the officer side
- Line WYCA priorities with national agendas
- Work to access other funding/investment sources

The Committee noted that over the next 2 years the council intended to focus on delivery, particularly in delivering our ambitions and being more proactive in selling Kirklees both regionally and nationally. The Council aimed to take advantage of future investment opportunities and to improve collaboration with neighbours. The Council intended to work with West Yorkshire Combined Authority to increase the focus on town centre regeneration as well as address the challenges and opportunities of place based working.

In addition the Council wanted to make the most of emerging cultural opportunities and the advantages of proposed rail investment. As indicated by the Leader of the Council there would be ongoing involvement in the devolution agenda and Kirklees would continue to emphasise the value it brings and have a clear offer to promote to the Leeds city region.

The Management Committee thanked Ms Blake for her informative presentation and continued to explore how Kirklees could maximise its involvement at a regional level and ensure that Kirklees was in a place to continue to secure benefits by being a proactive council at a regional level. Ms Blake agreed that there was a need to be very clear about what the council's priorities were over the next 5-10 years. The council did not just want to chase funding but wanted to be very clear about what its 2-3 key priorities were and through improved visibility and ambition, deliver an action plan arising from a clear economic strategy.

There followed a discussion on how more Councillors could have a better understanding and influence work at a regional level. This should be complemented by greater visibility of the work of the LEP so that the wider Council can keep in touch with what is happening.

Councillor Walker asked specific questions regarding West Yorkshire work on reducing emissions and how this needed to be looked at as a whole rather than separate authorities. Ms Blake agreed to provide further information on the position of this work. The discussion continued to look at investment zones, clear air zone and impacts on Kirklees residents who are employed within the Leeds area.

## Overview and Scrutiny Management Committee - 4 March 2019

The Committee discussed the council's role on Transport for the North and how we ensured that we were getting Kirklees priorities on the agenda and influencing the agenda. Ms Blake agreed that we need to prioritise strengthening the council's relationship with Transport for the North. Ms Blake offered to provide a quarterly update on regional issues to the scrutiny committee in the new municipal year.

### RESOLVED -

- 1) That Angela Blake be thanked for attending the Committee meeting and for her informative presentation.
- 2) That the Management Committee consider the option of quarterly updates on regional working as part of developing the Scrutiny work programme for 2019/20.

### 55 Transformation Programme Overview

The Committee welcomed Rachel Spencer-Henshall and Andy Simcox to the meeting to provide an update on the Transformation Programme.

In introduction it was noted that the Council had had a Transformation Programme to provide targeted support to achieve outcomes since 2017/18. In the first 15 months of the programme focus had been on addressing the council's budget challenge. Since July 2018 the learning from activities had been used to inform an adjustment in the focus of transformation.

Following an assessment of the impact of transformation activities in summer 2018, it was felt that moving forward the focus of transformation resources should be allocated to the areas of highest priority which bring most value. Transformation support needed to work with managers and those leading change who would be responsible for ongoing service provision.

Engagement with senior officers, Councillors and partners took place throughout the summer and autumn of 2018 to confirm the need to adjust the focus of transformation activities for the remainder of 18/19 and into the 2019/20 financial year.

It was noted that moving forward transformation resources would be focussed on areas that affect the whole organisation rather than those that are directorate specific or highly savings driven. It meant that the challenges being faced could not be achieved by one team or service or the organisation alone but would require more project and programme management skills to achieve the desired impact.

The Committee noted that the following areas of priority had been identified for the allocation of transformation resources:

- 1) Organisation design
  - o work to consider the future shape of the organisation which will include engagement activities with staff, Councillors and citizens where appropriate
- 2) Development of place-based working

## Overview and Scrutiny Management Committee - 4 March 2019

- The Council is 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. Transformation resources are needed to help support coordination and to deliver change.
- 3) Strengthening enabling services
  - This work involved improvement of individual functions or objectives, such as digital by design, business intelligence and the implementation of the council's people strategy. Working this strand will ensure that there are strong connections between functions to help the council run effectively, underpinned by improved efficient processes, systems and ways of working.
- 4) High needs, placements, waste
  - These areas represent areas where the council is experiencing significant budget pressures and there needs to be a system-wide approach to help define the problems and be creative in identifying potential solutions.
- 5) Adult social care, children's improvement
  - The majority of activities within existing programmes in these areas are now moving beyond transformation into 'business as usual'. Transformation resources are gradually being withdrawn.

Moving forward the council understood that it did not possess the skills required to support and challenge change projects and would be looking to partners across the district who have complementary skills. In some cases, for example specialist skills, the council would have to look to procure the services of external suppliers for shorter interventions.

The Management Committee thanked Ms Spencer-Henshall and Mr Simcox for the update report and the clarity regarding the future focus of transformation work. Councillor Smaje suggested it would be helpful for future reports to include timescales or milestones to understand how work was progressing. There followed a discussion on how engagement activities might work as part of organisational change.

Councillor Asif suggested that we needed to ensure that future reports included examples and that the language used was accessible to citizens of Kirklees. The Committee needed to understand the current position, where we are going, and how are we going to measure success.

Rachel Spencer-Henshall agreed that engagement was one of the challenges including how early to engage and how we engage. It was agreed that language could be amended to make it more accessible and milestones included within future reporting.

There followed a discussion on how Councillors would be informed and involved and how much input there would be from partners. In response Rachel Spencer-Henshall indicated that the Partnership Executive had been involved in discussions and a picture of Kirklees event was held in the autumn of 2018. Initial conversations

## **Overview and Scrutiny Management Committee - 4 March 2019**

were taking place with partners such as the Clinical Commissioning Group where there were areas in common, for example the Healthy Child programme. Partners such as the University held data and intelligence which could be useful as part of longer term aims in developing the district strategy and corporate planning. Ms Spencer-Henshall indicated that a member engagement event had been held but was under subscribed. It was suggested that officers might look for expressions of interest from Councillors who were interested in being involved in specific areas of work. The Committee supported the more issue specific approach to member engagement. There followed a discussion on broader community engagement issues and at what point it was appropriate to take discussions into communities and how those discussions might take place.

Councillor Smaje identified that the high needs work would be something that the Health & Adult Social Care Scrutiny Panel would be looking at and it would be helpful if the work included timescales.

The Committee discussed the importance of trying to avoid different service areas overlapping and the need for better coordination. Ms Spencer-Henshall gave a brief explanation of the Place Standards Tool that was being adopted by the Council and would be coordinated centrally to ensure a consistent approach and to pick up potential duplication.

### **RESOLVED -**

- 1) The Committee welcomed the update and thanked Rachel Spencer- Henshall and Andy Simcox for attending.
- 2) The Committee supported the outlined approach to refining how transformation support is targeted.
- 3) That the Committee consider a further progress report in the 2019/20 municipal year, including key milestones and timescales where appropriate.

**56**

### **Appointment of Scrutiny Co-optees**

Following a recent recruitment exercise the Overview & Scrutiny Management Committee was asked to formally appoint an additional number of voluntary Co-optees so that they could undertake development activities in preparation for allocation to scrutiny panels in the 2019/20 municipal year.

The Management Committee noted that five applications had been received to become voluntary scrutiny co-optees and agreed to the appointment of the following members of the public: Chris Friend, David Flint, Eilidh Ogden, Nathan Paul and Toni Bromley. All of the appointments were subject to the signing of the Code of Conduct, completion of an induction programme and a successful probationary period. A further report would be submitted to the scrutiny committee at the start of the municipal year to propose the distribution of the co-optees across scrutiny panels.



## Overview and Scrutiny Management Committee - 4 March 2019

**RESOLVED** - That pending completion of a successful probation period and appropriate training, the following people be appointed as Scrutiny Voluntary Co-optees for a period of up to 4 years:

- Chris Friend
- David Flint
- Eilidh Ogden
- Nathan Paul
- Toni Bromley

### 57 **Forward Agenda Plan / Date of next meeting /Committee meeting dates 2019/20**

The Committee noted the agenda for the remaining meeting of the municipal year which would be held on 15 April 2019. The Committee agreed that in respect of considering the lead member reports the discussion should be very focussed in order to maximise time for other agenda items.

In addition the Committee considered proposed meeting dates for the Management Committee in 2019/20 municipal year.

#### **RESOLVED -**

- 1) The Committee noted that the final meeting of the municipal year would be held on Monday 15 April at 10.00 a.m.
- 2) It was agreed that consideration of the Lead Member reports would be very focussed to maximise the discussion time for other agenda items.
- 3) That the following dates are agreed for meetings of the OSMC in 2019/20:
  - 10 June 2019
  - 22 July
  - 9 September
  - 4 November
  - 13 January 2020
  - 9 March
  - 6 April

Meetings to start at 10.00am.