

Contact Officer: Penny Bunker

## KIRKLEES COUNCIL

### OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

**Monday 4th November 2019**

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

In attendance: Rachel Spencer-Henshall - Strategic Director –  
Corporate Strategy, Commissioning and Public Health  
Andy Simcox – Service Director for Strategy and  
Innovation  
Clair Ashurst-Bagshaw - Head of Transformation and  
Culture Change

Apologies: Councillor Andrew Marchington

**37 Membership of Committee**

Apologies for absence were received from Councillor Marchington.

**38 Minutes of Previous Meeting**

The minutes of the meeting held on 9 September 2019 were agreed as a correct record.

**39 Interests**

No interests were declared.

**40 Admission of the Public**

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

**41 Deputations/Petitions**

No deputations of petitions were received.

**42 Public Question Time**

No questions were received.

**43 Update on the Corporate Transformation Programme**

The committee considered an update on the progress of the council's corporate transformation activities during the 2019/2020 municipal year to date.

The committee was reminded of the change in focus of transformation activities to areas that affect the whole council in order to focus resources to deliver transformational change. The targeting of transformation team resources took into account the following:

- strategic planning activities
- crosscutting strategic transformation

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- areas of high priority corporate/ budget risk
- high risk service interventions – where a service requires more expansive support.

Current priorities for the team input had been assessed as;

- organisation design
- the development of place-based working
- strengthening enabling services
- high needs
- placements
- waste
- adult social care, children's improvement

In May 2019 a number of staff from the corporate transformation team were realigned within services to enable services to embed the change required as part of 'business as usual'. This left a core team of transformation leads, programme managers, project managers and a project officer within the transformation team. The team has developed a clear purpose and offer for future transformation priorities.

The report continued to set out progress to date and planned activities against the priority areas for transformation support.

In considering the report the committee discussed whether the transformation team was considering best practice and benchmarking with other local authorities in terms of the priority areas. Councillor Cooper mentioned the work at Stroud District Council in respect of waste management. In relation to the concerns raised about fly tipping Councillor Smaje also queried the approach to enforcement in order to effectively tackle the issue. It was recognised that communities become frustrated at repeated fly tipping problems where, although the waste is collected, the underlying issue was not being addressed. The committee agreed that the details of the work underway strategy would be reported on a regular basis to the economy and neighbourhoods scrutiny panel. Mr Simcox agreed that it was important to identify areas of good practice to learn from. It was important that good practice was also compatible with good business principles for the council.

Rachel Spencer Henshall advised that the council needed to move to an approach which saw greater corporate overview of decisions across the organisation and provided a challenge about why we were taking certain approaches to service provision. It was important that the council had sufficient technical input including from an external perspective. The peer challenge findings made reference to a need for a culture change and collective outcomes.

The committee queried the reference in the placements section of the report to it not being felt beneficial to have an external review at this time. Officers explained that work was under way to identify and map out gaps in intelligence before revisiting the potential focus of an external review.

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Finally the committee considered the appendix to the report which set out the transformation team offer and expectations. The committee asked how the team was engaging with services so they understood the offer.

The committee agreed that the children's scrutiny panel would maintain an overview of the high needs strand of work; placements would be considered by the health and adult social care scrutiny panel and waste by the economy and neighbourhoods scrutiny panel. The management committee requested a further update on the overall programme in six months' time.

### **RESOLVED –**

- (1) That officers be thanked for providing an update on the current position in respect of the Corporate Transformation Programme.
- (2) That areas of focus be included in Scrutiny Panel work programmes as follows:
  - Placements/Adult Social Care – Health and Adults Social Care Scrutiny Panel
  - Waste – Economy and Neighbourhoods Scrutiny Panel
  - High Needs/Children's Improvement - Children's Scrutiny Panel
- (3) That the Committee consider a further progress report in 6 months.

#### **44 Request to establish Ad Hoc Scrutiny Panel**

The Committee considered a request to establish an Ad Hoc Scrutiny Panel to look at the Council's future relationship with the current Arms Length Management Organisation.

The committee noted that the recent Local Government Association Corporate Peer Challenge had recommended consideration of the relationship and there had been previous consideration of an options appraisal by Cabinet in December 2018.

The peer challenge recommendations were discussed at a meeting of leading councillors and it was agreed that Scrutiny would be asked to undertake 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 respect of Council managed housing stock.

The work would also consider the findings of the Hackitt Review and other changes to the regulatory framework. It was proposed that the ad hoc panel would report its findings early in 2020. A copy of the proposed terms of reference for the Ad Hoc Panel were circulated at the meeting for consideration. An indicative timetable for the work was also circulated.

In considering the report the committee asked that the terms of reference include looking at the governance requirements in respect of the housing management models. The work of the panel should also consider how the models support the Council's strategic priorities, including the Health and Wellbeing Strategy and the Economic Strategy.

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The committee agreed to a 1:1:1:1 ratio for the membership of the Ad Hoc Panel.

### RESOLVED -

- (1) That an Ad Hoc Scrutiny Panel be established to look at the future arrangements for the Council's residential housing stock.
- (2) That the membership of the ad hoc panel be on a 1:1:1:1 ratio.
- (3) That the terms of reference be agreed subject to the addition of consideration of governance requirements and how models support the Council's strategic priorities, in particular the Health and Wellbeing Strategy and the Economic Strategy
- (4) That the outline timetable for the work be approved.

### 45 **Update on Elective Home Education Ad-hoc Scrutiny Panel**

The Scrutiny Committee received a progress report on the work of the Elective Home Education Ad hoc Scrutiny Panel. It was noted that since the initial phase of scrutiny work, new guidance had been issued by the government for local authorities. The ad hoc panel had met with officers to understand the potential implications for Kirklees.

The report continued to set out the work that had been undertaken by the ad hoc panel in the current municipal year which included meeting with the owner of a dedicated website for home educators.

In considering next steps for the work it had been agreed that it was important to hear the voice of the child when considering the issue. Arrangements were being made to seek the input of young adults with experience of home education. The panel was also seeking views from local head teachers concerning issues such as flexi-schooling and removing children from roll.

The management committee agreed to the outstanding areas of work and requested that the final report of the ad hoc panel be considered by the management committee in March 2020.

### RESOLVED -

- (1) That the progress report on the work of the Elective Home Education Ad Hoc Scrutiny Panel be noted.
- (2) That following the final phase of work, the findings report of the panel be considered by the committee in March 2020

### 46 **LGA Corporate Peer Challenge**

The committee considered a proposed approach to the development of an action plan in response to the recommendations from the Local Government Association Corporate Peer Challenge.

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It was noted that the Kirklees corporate peer challenge took place from 9th to 12th July 2019 and involved substantial input from a range of staff, councillors and stakeholders. The peer team focused on the following five areas:

- understanding of the local place and priority setting
- leadership of place
- organisational leadership and governance
- financial planning and viability
- capacity to deliver

The peer team was also asked to consider if the council had the right focus and what more might be done to 'speed up its journey'.

The report produced by that peer team identified key strengths including:

- Strong communities with strong identities
- incredibly dedicated and committed staff
- an ambitious investment project

The recommendations of the peer review had been discussed in informal cross party meetings and would be considered by Cabinet in November before being presented to Council on 13th November. It was proposed that the action plan in response to the recommendations, would form an addendum to the council's Corporate Plan.

### **RESOLVED -**

- (1) The Scrutiny Committee noted the proposed approach to the findings of the Corporate Peer Challenge and the development an action plan.
- (2) That there needs to be clarity around monitoring arrangements and ownership of agreed actions. The committee recommends that a progress report should be considered at Cabinet and Council.

### **47 Date of Next Meeting / Agenda plan**

The Committee considered its forward agenda plan and future meeting arrangements.

### **RESOLVED -**

- (1) That the Management Committee meeting scheduled for 2 December be cancelled.
- (2) That the agenda plan be amended to move items to January and March 2020.