

# Cabinet Endorsed Scrutiny Recommendations - Cabinet flightpath 10/20

V2

No.	Recommendation	Directorate and Cabinet Member(s) or organisation asked to coordinate the response to the recommendation	Do you agree with the recommendation? If no, please explain why.	How will this be implemented?	Who will be responsible for implementation?	What is the estimated timescale for implementation?	Ad-hoc Scrutiny Comments
1	A 'form follows function' approach should be taken to the development of the housing delivery service, with the desired aims and outcomes identified at the outset and appropriate arrangements put in place to achieve them.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Engagement with tenants, leaseholders and Councillors closed on 4th September 2020. This engagement has focused on both housing services and wider place-based themes. Initial review of the feedback has informed the proposed approach to ensuring the tenants voice is heard and acted upon. The Project Board has agreed that the Business Transition workstream will involve minimal movement up to the point transfer. This will enable a joint response to be made to the engagement feedback, and for consideration to be given in the second stage of transition (after the point of transfer) to ensure 'form follows function' in the development of the housing delivery service.	Strategic Director for Adults and Health	Post April 2021	No additional comment
2	That key outcomes be developed in conjunction with tenants at the earliest opportunity, so that they have input into the model without a decision being already made and asks that those key outcomes include good and transparent governance, compliance and the voice of the tenant.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes, however, an in-principle decision on the preferred model will have been made	The recommendation has been built into the engagement approach from the start. Tenant & Leaseholder Panel were involved in the engagement design e.g. the final design of letter and questionnaire. All tenants and leaseholders from 22 Jun - 4 Sep were able to input their views through a wide variety of channels and mechanisms. Additional online virtual sessions were created, publicised and delivered where lower level of response was identified at a mid point. This included targeted events for young people, BAME, Tenant and Resident Associations (TRAs) and Street Voices (SVs). Influence, sense of control, view of services as well as whether home meets needs were built into the questionnaire along with opportunity to provide additional views. Intelligence has been used to inform good & transparent governance, compliance & how the voice of the tenant can be amplified going forward.	Strategic Director for Adults and Health / Director for Growth & Housing		See comments at Recommendation 6

3	Consideration be given as to how the positive elements of both models can be combined into an appropriate structure in order to deliver the best outcomes for tenants.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Initial areas of 'best' have already been identified e.g. Harnessing Community Capacity; Everyone In – care leavers, domestic abuse; Supporting the health and social care system – Aids & Adaptations, Temporary Accommodation; Debt Management & Advice – Single Conversation; Communications. This would be built upon during the transition year while sat alongside each other as one organisation. - where can harness. Bring together the best of the best and harnessing the energy and vitality of both is recognised as being a powerful opportunity to deliver even more for and with the people of Kirklees.	Strategic Director for Adults and Health / Service Director for Strategy, Intelligence & Performance	Beyond April 2021	During the transition year Scrutiny to be updated on progress. To be agreed on whether this will be a six monthly return.
4	Requirements for compliance and risk should be examined and strengthened as a priority by both the Council and ALMO in partnership regardless of housing delivery model, as post Grenfell, a status quo position in relation to compliance and responsibility is not an option.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes. Agree that greater clarity between roles and responsibilities needed and because 'a status quo is not an option, fire safety arrangements have been examined and strengthened post-Grenfell to ensure residents are safe.		Strategic Director for Adults and Health // Chief Operating Officer, KNH	See below for recommendation 5	Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.
5	Strong consideration should be given to the establishment of an Assurance Board to focus on compliance and risk across both the Council and ALMO.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes		Chief Executive / Chief Operating Officer, KNH		Panel would like Scrutiny to be advised of how the Assurance Board is operating and feeding into the structure after 12 months of operation. Economy and Neighbourhoods Panel to be updated after 12 months if there are any further changes due to changes in legislation.
6	Tenants be consulted on any proposals for change on the housing delivery model at an early stage and in a meaningful way. This should be in-line with the good practice outlined by TPAS in Section 10 and the government guidance referenced in Section 8 of this report.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Good practice has informed the approach which aligns with KNH's Tenant Involvement Strategy. The strategy itself was underpinned by TPAS good practice. KNH is a member of TPAS and therefore alerted to, and able to access any ongoing good practice, learning or innovative ideas that emerge to support the on-going tenant engagement activity. A significant range of options on how to engage has been implemented. These outstrip any previous best practice and have also taken the opportunity to feature a place based approach. The volume of responses received has surpassed all expectations	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members have monitored and are happy with the consultation process which has taken place during unusual times. Members would have liked more hard to reach groups to have fed into the consultation but understand the difficulties. Learning can be taken from the consultation on how tenant engagement can be improved and formally put in place and through any transition year.
7	Any tenant consultation on the future model should be used as an opportunity to seek views on how tenants would wish to be engaged moving forward at the same, in order to inform future engagement strategies.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	This has been done. Influence, sense of control, view of services as well as whether home meets needs have been built into the questionnaire along with the opportunity to provide additional views on wider place. Views on how tenants wish to be engaged in the future was also specifically built into the engagement approach as a key element.	Director for Growth & Housing / Head of Business Assurance & Transformation, KNH / Head of Partnerships, KNH		Panel members agreed the consultation did cover this recommendation.

8	If there is a change to the housing delivery model, then there must be a renewed focus on tenant satisfaction to ensure that levels of satisfaction do not drop as a result of the changes.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Change management will be undertaken to support a smooth transition. Performance will be monitored on an continual basis and measures taken to mitigate any adverse trends where appropriate. New methods for capturing feedback as close to the point of service delivery will be introduced in phases. These will focus on the areas that tenants tell us are most important to them (e.g. by utilising the Tenants Advisory and Grants Panel as well as the recent engagement results) and intelligence captured will enable immediate action to be taken where appropriate and inform changes to service delivery.	Strategic Director, Adults & Health	Constant	Scrutiny to be updated in 12 months to ascertain, if the minded to decision is taken forward and after any implementation period, if there have been any changes in tenant satisfaction.
9	A clear process, which places tenants at the heart, be developed in order to ensure that their voice is protected and not lost, if a decision is made to bring delivery back in-house.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Feedback from the comprehensive engagement over the summer has confirmed the importance of influence and control for tenants and leaseholders. Good practice from other local authorities has also been taken into account as has risk within the current model. All of the above have been taken into account when developing the recommended approach for consideration / decision.	Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH	Plan engagement – April & May Implementation - June to August Analysis & Report – Sept 2020	Panel members are reassured a structure will be put in place and a change of name of the Housing Advisory Panel requested by the panel will be actioned. Later Scrutiny would wish to see how the structure operates in practice.
10	An examination of current tenant engagement approaches be carried out in order to identify and address any such disconnect.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	There is a recognition that the current approach reflects best practice and has been successful even within the limitations imposed by Covid. However, more can always done to further improve, enable tenants voices to be heard and provide tenants with opportunities to shape services. The outcome from the engagement just completed demonstrates the robustness of the current approach. Regardless of whether a decision is made for KNH and the Council to merge or not, evaluation of all aspects relating to tenant voice will continue in order to drive improvements and inform service delivery. With this in mind a multi faceted approach has been proposed. Feedback captured from tenants this summer that highlighted what they want to see more or less of. This wide range of views will help to further strengthen the existing approach which will naturally include a focus on fair representation and inclusivity.	Director for Growth & Housing / Head of Governance / Head of Partnerships, KNH	Sept 2020	Not obvious in documentation but discussion with the panel was very open. Panel members would hope officers would look at new and improved ways of engagement. Scrutiny would like to see how the new panels engage and listen to the wider tenant and leaseholder body, including ways to hear from younger tenants as well as those from different communities, children of tenants, young families and across different communities.
11	A strengthened council/client relationship with clearly defined roles and responsibilities is required if the current model is to remain in place.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	In the event of a decision being made not to merge the 2 organisations, action will be taken. Roles and responsibilities which are articulated as part of section 21 of the contract between the Council and KNH will be reviewed and enhanced where required.	Strategic Director for Adults and Health / Director for Growth & Housing	Completed by 30/06/21	Not until 2021.
12	If an in-house delivery model was proposed, then due diligence should be carried out as to the ALMOs commercial activities and contractual obligations.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes	Due diligence was undertaken relatively recently when Property Services merged with KNH. In the event of a decision being made to merge KNH and the Council, appropriate due diligence will be undertaken. Plans to assist this to occur if required have been drafted.	Strategic Director, Adults & Health / Service Director, Strategy, Intelligence and Performance		No additional comment.

13	That the Scrutiny Ad Hoc Panel has the oversight of the implementation of all the recommendations and of the process going forward and the Chair of the Economy and Neighbourhoods Scrutiny Panel be invited to attend any future meetings.	Adults & Health Directorate / Cabinet Member for Housing & Democracy	Yes, all recommendations agreed by the Cabinet. However, Cabinet will have oversight and would welcome the support and involvement of the Ad Hoc Scrutiny panel around the process of engagement.	Ad Hoc Scrutiny Panel has had oversight of the implementation of all the recommendations and of the process going forward. The Chair of the Economy and Neighbourhoods Scrutiny Panel has been invited to, and attended, meetings.	Strategic Director for Adults and Health / Director for Growth & Housing	May 2020 to October 2020	
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