

# Overview and Scrutiny

## Annual Report

2019/20



# Chair's Foreword

The start of the 2019/20 municipal year saw the appointment of 4 new Scrutiny Panel Chairs and I would like to thank them for their hard work during this difficult year.

Further to the publication of new guidance for effective overview and scrutiny in local government, a workshop was held September 2019 facilitated by the Centre of Public Scrutiny – whilst some of this work has been put on hold due to the pandemic, we will be re-visiting this work for the new municipal year. This year has seen a range of approaches utilised, including partnership visits and workshops, as well as an increase in pre-decision scrutiny which is something that we want to build on in the future. Ad hoc panels included a time restricted examination of the allocation of the Council's housing stock and a longer term review of Elective Home Education. A further working group was also established to look at Place Based Working.

The onset of the coronavirus pandemic saw the cancellation of a number of public meetings, but informal scrutiny continued, particularly focusing on the Council's response to the pandemic. A full schedule of public scrutiny meetings resumed as soon as technology allowed and I would like to take this opportunity to thank officers for their work in facilitating this. I would also like to thank all councillors and our invaluable voluntary and statutory scrutiny co-optees who took part in scrutiny work during this year, for their contribution and willingness to adapt to new methods of working and ensuring that effective scrutiny can continue in Kirklees'.



A handwritten signature in black ink that reads "Liz Smaje".

Chair of Scrutiny

**Councillor Liz Smaje**

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# Overview and Scrutiny Management Committee 2019/20

## Committee membership

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

### Committee Work Programme:

- Leader of the Council - Portfolio Priorities 2019/20
- Leader of Council – Update on Priorities 2018/19
- Pre-decision discussion – Outcomes of Corporate Peer Review
- Outcomes of Peer Review and next steps
- Corporate Peer Challenge outcomes and proposed action plan
- Peer Challenge Feedback Report and Action Plan
- Transformation Programme progress report , including milestones and timescales for work streams
- Pre-decision discussion – Corporate Plan Refresh
- Effective Regional Working
- Regional Update, including inclusive growth
- Cohesion Review Progress Report
- Domestic Abuse Strategy 2019-21
- Place Based Working update
- Kirklees Climate Emergency Declaration – Update on work of Working Party
- Update on the Climate Emergency Working Party
- Annual Review of Flood Risk Management Action Plan

### Committee Work Programme – Scrutiny Business

- Approval and monitoring of scrutiny work programme 2019/20
- Scrutiny communications
- Appointment and allocation of co-optees
- Re-establishment of Elective Home Education Ad Hoc Scrutiny Panel
- Establishment of Ad-Hoc Scrutiny Panel - Future Arrangements for the Council's Residential Housing Stock
- Establishment of a Joint Health Scrutiny Committee
- Scrutiny Panel Lead Member Reports
- Report of the Scrutiny Ad Hoc Panel (Future Arrangements for the Council's Residential Housing Stock)

# Committee Highlights

## Place Based Working

At their meeting on 9 September 2019, the Management Committee considered an update on the work taking place to develop the Council's approach to Place Based Working.

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 were 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.

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.

In providing feedback on the approach, it was suggested that councillors needed to be involved in the project a little earlier. 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 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. The sub-group was subsequently established and work is ongoing.

## LGA Corporate Peer Challenge

At its' meeting on 29 November 2019, the Management 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.

The Committee resolved that there needed to be clarity around monitoring arrangements and ownership of agreed actions and recommended that a progress report should be considered at Cabinet and Council. This recommendation was included within the report to Council on 15 January 2020 where the Action Plan was approved.

# Ad hoc Scrutiny Panel

## Future arrangements for the council's residential housing stock

### Summary

At its' meeting on 4 November 2019, the Overview and Scrutiny Management Committee agreed 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 and outcomes for local residents in relation to the housing stock for which it is the landlord.

In considering the request, it was emphasised that the work would need to have cognisance of the findings of the Hackitt Review and the changing risk and regulatory landscape. The work also explored 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.

It was also important to note that the scrutiny remit was not to review the day to day operation of Kirklees Neighbourhood Housing (KNH) as the manager of the Council's housing stock, but instead to have a broader focus on risk, outcomes and strategic direction moving forward.

### Terms of Reference

The approved terms of reference of the Ad Hoc Scrutiny Panel (Future Arrangements for the Council's Residential Housing Stock) are set out below:

In light of the findings of the Hackitt Review and the changing risk and regulatory landscape, the Ad Hoc Scrutiny Panel will consider the best options for the Council as landlord, to achieve the right balance between risk to the Council and outcomes for local residents. The panel will consider the following;

1. The background to the current model in Kirklees.
2. Information on the different models of housing delivery, including governance requirements.
3. The risks and benefits of each model.
4. How each model supports the Council's strategic priorities, in particular the Health and Wellbeing Strategy and the Economic Strategy
5. The outcomes for residents, including how

outcomes can be maximised for the more vulnerable residents of Kirklees

6. Evidence from other areas where similar issues have been considered, to reflect on their experience.

### Work Undertaken

The Panel used a range of methods to gather the evidence that has been used to inform this report. The Panel held 7 informal and 3 public meetings between December 2019 and February 2020.

The Panel heard from representatives from each of the 3 housing delivery models under consideration, which included a local authority who **had** been through the experience of bringing an Arms-Length Management Organisation (ALMO) back in house, the Chief Executive of an ALMO and the Chief Executive of an organisation which had moved from an ALMO delivery model to a housing association.

From the outset of the process, the Panel recognised the importance of the tenant voice and were keen to hear from **the tenant and** their experiences and views. Evidence was heard from TPA, representatives from the Tenants' and Leaseholder Panel in Kirklees and residents from 5 TRAs across the District.

A questionnaire was also distributed to inform how Kirklees Council may approach the future management of its Council Housing stock. The questionnaire was created as an alternative to attendance at a formal ad-hoc scrutiny meeting. A total of 7 responses were received from a mix of the 3 organisational delivery models under consideration.

### Supporting information

The Panel considered a wide body of information to ensure that recommendations were robust and based on sound evidence.

## **Findings**

The Panel's work was progressed at pace so that a findings report could be finalised in early 2020 as requested.

In considering the evidence presented, there was a differing of views during the Panel's considerations as to whether a compelling case had been made for either model. A view was expressed that the evidence presented did demonstrate that the in-house model would be most appropriate, citing the opportunities for synergy and alignment, with both strategy and other Council services such as social services, cleansing and waste.

Reference was also made to the potential of the in-house model to provide a seamless service, particularly in relation to vulnerable tenants, as well as opportunities for efficiencies and savings. However, it was acknowledged that further consideration would need to be given to how the voice of the tenant would be heard within an in-house model.

In deliberating the pros and cons of both the in-house and ALMO models, the Panel concluded that there were positive elements within both models and resolved that consideration should be given as to how these could be combined into an appropriate structure that could deliver the best outcomes for tenants.

The Panel therefore determined that the 'form follows function' approach outlined by TPAS should be taken to the development of housing delivery, with the desired aims and outcomes identified at the outset and appropriate arrangements put in place to achieve them, rather than the choice of model being the starting point for discussion.

The Panel felt that it was crucial to involve tenants in the development of key outcomes and that this should be done at the earliest opportunity, so that they could have input into the model without a decision already being made.

In terms of key outcomes, the Panel referred to good and transparent governance, effective risk management and compliance, meaningful tenant involvement and housing that was fit for the twenty first century.

## **Outcomes**

A report, which included an Action Plan detailing the Portfolio Holder and Directorate's responses to the Panel's 13 recommendations was submitted as planned to Cabinet on 24 March 2020, but unfortunately the meeting was cancelled due to the COVID-19 pandemic.

The report was subsequently received by Cabinet on 21 May 2020. The recommendations were agreed, with the caveat that Cabinet would have oversight of the implementation of all recommendations and the process going forward.

Cabinet welcomed the Panel's support and involvement around the process of engagement and OSMC were subsequently requested to re-convene the Ad Hoc Panel with revised terms of reference to carry out this work.

As per the Panel's recommendation, the Chair of the Economy and Neighbourhoods Scrutiny Panel was invited to attend any future meetings of the Ad Hoc Panel.

## **Terms of Reference for Re-established Ad-Hoc Panel**

The Ad Hoc Panel will:-

1. Scrutinise, advise and contribute to tenant engagement proposals, including the Communication Plan and materials during the phases of engagement;
2. Consider the consultation results and scrutinise, advise and contribute to proposals for the way forward with tenant engagement; and
3. Monitor progress on the responses to the Panel's recommendations outlined in the Action Plan, agreed by Cabinet on 21 March 2020.

The work of the Ad-Hoc Panel is ongoing and they are due to report to Cabinet on 20 October 2020.

# **Health And Adult Social Care Scrutiny Panel 2019/20**

<b>Panel membership</b>
<b>Cllr Habiban Zaman</b> (Chair)
<b>Cllr Aafaq Butt</b> (from August 2020)
<b>Cllr Alison Munro</b>
<b>Cllr Vivien Lees-Hamilton</b>
<b>Cllr Lesley Warner</b>
<b>Cllr Fazila Loonat</b> (until August 2020)
<b>David Rigby</b> – Voluntary co-optee
<b>Peter Bradshaw-</b> Voluntary co-optee
<b>Lynne Keady</b> – Voluntary co-optee

## **Health and Adult Social Care Work Programme 2019/20**

- Financial position of the Kirklees Health and Adult Social Care Economy.
- Care Closer to Home
- Integration of Health and Adult Social Care
- Integrated Wellness Model
- Quality of Care in Kirklees
- Suicide Prevention
- Mental Health Rehabilitation and Recovery Services Transformation Project.
- Kirklees Safeguarding Adults Board (KSAB) 2018/19 Annual Report
- Mid Yorkshire Hospitals NHS Trust (MYHT) Ambulatory Emergency Care (AEC) Services
- Foetal Alcohol Spectrum Disorder (FASD) and Foetal Alcohol Syndrome (FAS).
- Transforming Outpatient Care at Calderdale and Huddersfield NHS Foundation Trust (CHFT)
- Yorkshire Ambulance Service (YAS) Response Times
- Primary Care Networks (PCNs)
- West Yorkshire and Harrogate Local Maternity Network
- Kirklees Immunisation Programme
- Update on Winter Planning
- Locala
- Mental Health Services – Single Point of Access

# Panel highlights

## The Financial Position of the Health and Social Care system in Kirklees

In June 2019 the Panel received an update on the financial position of the health and social care system in Kirklees. The Panel considered presentations from key NHS and social care organisations in Kirklees, including details of their current financial position as well as 2019/20 financial recovery plans and Cost Improvement Programmes.

The discussions covered a number of areas that included the commitment from local commissioners to invest in community services; the planned increase in funding for primary care services; a detailed explanation of the national challenges in dealing with a struggling independent sector homecare market; and the transformation work that was taking place to try and help drive efficiencies, improve outcomes and manage demand in adult social care

### Outcome

The Panel felt that it was important to maintain a focus on the financial position of the local health and adult social care economy and agreed to receive further financial updates from each organisation later in the year to include an outline of the work that is being carried out to meet the 2019/20 budget plans.

## Transforming Outpatient Care at Calderdale and Huddersfield NHS Foundation Trust (CHFT)

Since 2018 the panel has been maintaining an overview of the work that is being developed by Calderdale and Huddersfield NHS Foundation Trust (CHFT) to introduce new models of outpatient care, enabled by the use of digital technology designed to improve the experience and convenience for patients in accessing outpatient services and offer a more efficient use of NHS resources.

At a meeting in September 2019 the panel received an update on the Trust's programme to transform the delivery of outpatient care that included details of progress of the implementation of the programme and an explanation of how the new model had improved patients experience and outcomes.

In October 2019 arrangements were made for the panel to visit the outpatients' areas located at the trust's Acre Mills site and see first-hand how the changes had improved the patients experience and outcomes and to understand the benefits to the Trust.

The tour was followed by a number of clinical presentations and a practical demonstration of an outpatients' appointment by video link.

### Outcome:

The visit was extremely helpful in providing the panel with a greater understanding of the transformation work taking place and resulted in a number of panel recommendations that were designed to help improve people's experience of the Trust's Outpatient Services.

The recommendations included an agreement from the Trust that it would review its mobile text appointment system to include looking at the process for opting in and out of the text service

Because the focus of the programme was to improve the efficiency of appointments through the increased use of IT and electronic devices the Panel also focused its recommendations on ensuring equitable access for patients who either didn't have appropriate electronic equipment or were not IT literate.

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## **West Yorkshire and Harrogate Local Maternity Network**

The West Yorkshire and Harrogate Health and Care Partnership have developed a vision for a West Yorkshire and Harrogate (WY&H) Local Maternity System (LMS) which is based on the needs and collaboration of women, their partners, and families.

At its meeting in September 2019 the panel invited representatives from the two Kirklees Clinical Commissioning Groups and the WY&H Health and Care Partnership to provide details of the background and context to the work that was taking place to produce robust local maternity plans to provide safer maternity care and improved outcomes across the West Yorkshire and Harrogate footprint.

The panel were particularly interested in how the plans would be actioned in Kirklees by the two acute trusts; the impact and implications the changes could have on local services; and to explore the development of Community Hubs.

### **Outcome:**

The discussions were very constructive and the panel agreed a number of actions and recommendations that included: a request that consideration was given to developing a strategy that would provide greater sustainability to the West Yorkshire and Harrogate LMS programme; a recommendation that the LMS team monitored the outcomes of its programme to assess the impact it was having on the quality, safety and experience of women, their babies and their families; and a recommendation that the LMS programme acknowledged diversity and took steps to engage with a wide range of communities

# Joint Health Scrutiny Committees' Headlines

## Calderdale and Kirklees Joint Health Scrutiny Committee (JHSC)

Kirklees membership
Councillor Liz Smaje
Councillor Andrew Cooper
Councillor Will Simpson
Councillor Alison Munro (from July 2019)
Councillor Richard Eastwood (until 2019).

During the 2019/20 municipal year the JHSC met twice in July 2019 and October 2019. A third meeting had been scheduled to take place in March 2020 but was postponed due to the restrictions that had been introduced in response to COVID-19.

As outlined in its revised terms of reference the JHSC has continued its work that focuses on reviewing the revised proposals to include assessing its impact on patients and the public.

The meeting held in July 2019 covered a number of important areas that included an update on the financial position of the Calderdale and Huddersfield NHS Foundation Trust (CHFT); a review of the trust's Strategic Outline Case (SOC) that addressed feedback from staff, patients and the public and the recommendations of the Independent Reconfiguration Panel (IRP); and an update on progress of the plans that were being developed for stakeholder and public engagement.

In October 2019, the JHSC considered the engagement involvement plan and the report of findings from the stakeholder event which took place earlier in the year to re-engage with key stakeholders and to provide an update on the reconfiguration plans.

The JHSC also considered the progress report on the future arrangements for Hospital and Community Services in Calderdale and Huddersfield that was submitted to the Minister of State for Health in September 2019.

Other issues scrutinised by the JHSC included the work being undertaken by Kirklees Council and Calderdale Council to highway improvements to the A629 Halifax to Huddersfield corridor; and to formally receive from the independent chair the final report detailing the findings of the work carried out by the Travel and Transport Group

# West Yorkshire Joint Health Overview And Scrutiny Committee

## Kirklees membership

Councillor Liz Smaje

The JHOSC met 3 times during 2019/20 and covered a variety of issues that had implications for the West Yorkshire and Harrogate area.

Issues covered by the Joint Committee included: receiving a report from West Yorkshire and Harrogate Health and Care Partnership presenting the first draft of their Five-Year Strategy; proposed changes to the delivery of specialised commissioned vascular services across West Yorkshire; an update on the West Yorkshire Association of Acute Trusts (WYAAT) collaborative forum; details of the Improving Planned Care Programme; an update on the Mental Health, Learning Disabilities and Autism

Programme; and the proposed changes to the West Yorkshire assessment and treatment units (ATU) for people with learning disabilities.

During the year work also took place to draft new rules of procedure and terms of reference for the Joint Committee.

As a result of the Joint Committee's initial discussions on the proposed changes to specialist vascular services for adults in West Yorkshire the five West Yorkshire authorities and North Yorkshire County Council agreed to establish a mandatory Joint Health and Overview and Scrutiny Committee to formally review the proposals.



# North Yorkshire And West Yorkshire Joint Health Overview And Scrutiny Committee (Vascular Services).

Kirklees membership

Councillor Liz Smaje

This Joint Health Scrutiny Committee was established to examine proposals from the National Health Service (NHS) North East & Yorkshire Region Specialised Commissioning Team on changes to specialised vascular services in West Yorkshire.

Two meetings were arranged in January and February 2020 to review the proposals and received input from a wide range of NHS professionals that included representation from NHS England, NHS Improvement and contributions from a wide range of clinical leads, consultants and front line clinicians from Calderdale and Huddersfield NHS Foundation Trust, Bradford Teaching Hospitals NHS Foundation Trust and Mid Yorkshire Hospitals NHS Trust.

In a letter sent in March 2020 to the Interim Regional Director of Specialised Commissioning and Health Justice the Joint Health Scrutiny Committee concluded that it understood the reasons for the proposals and accepted them as a pragmatic approach to addressing the challenges in the service.

The letter also included comments and recommendations about the implementation of the proposal that related to a number of areas that included: Sustainability of Services; Impact of the proposals on Other Services at Calderdale and Huddersfield NHS Foundation Trust; Repatriation and Rehabilitation; Transport and Travel; and Networking arrangements.

In May 2020 the Joint Health Scrutiny Committee received a letter from NSE England and Improvement's Regional Commissioning Committee for North East and Yorkshire that confirmed that it had approved the proposals and accepted the recommendations made by the Joint Committee.

Further meetings will be arranged later in the year for the Committee to formally receive NHS England and Improvement's response to its comments and recommendations and consider next steps.



# Corporate Scrutiny Panel

## Panel membership

**Councillor Andrew Cooper** (Lead Member)

**Councillor Mahmood Akhtar**

**Councillor James Homewood**

**Councillor John Lawson**

**Councillor Will Simpson**

**Councillor John Taylor**

**Councillor Philip Chaloner** (Voluntary Co-optee)

**Councillor Nathan Paul** (Voluntary Co-optee)

## Panel Work Programme

- Corporate Plan
- Financial Monitoring
- Corporate Performance
- Approach to Commercialisation
- People Strategy
- Technology Strategy Development
- Leaving the EU preparations
- Inclusion and Diversity
- Procurement
- Organisational Communication Strategy
- Cabinet member priorities

## Panel Highlights – 2019/2020

### Financial Monitoring

The Panel continued to monitor the Council's financial management and received reports which included information on:

- Issues arising from the Quarter 3 Financial Monitoring Report 2018/19 and other key financial management updates.
- Results for Quarter 1 2019-20 and updates on preparation for the forthcoming budget strategy update report to Cabinet/Council in early/mid-October.
- The Panel also held an informal training session in September on Council Finance which attracted attendance by Members from across the Council; positive feedback was received both on the content and presentation.

### Outcomes:

The Panel requested a report on management of the Capital Plan in terms of re-profiling and the availability of resources and capacity to deliver its ambitions. It was also noted that the Panel may wish to consider the issue of delivery plans and tracking of progress associated with savings programmes in more detail, at a future meeting.

## **Leaving the EU**

During the year, the Panel received regular progress updates in respect of Kirklees' preparations associated with the departure of the UK from the European Union. Some of the key information presented to the Panel was that:

- As of January 2020, the UK had signed continuity deals with twenty of the thirty-seven non-EU countries with block trade free trade agreements in place. Those thirty-seven countries corresponded to 11% of UK exports
- Kirklees officers continue to work closely with the local Federation of Small Businesses and the Chamber of Commerce to support businesses as they considered the potential opportunities for exports and changes to the associated technical details and conditions. Businesses were being kept informed of changes as they happened
- The next stage of this work was to match analysis of Kirklees level export destinations with the current position on free trade agreements. This would be reported back to the Panel along with information on local business confidence levels, assessed using the results of the latest Leeds City Region business survey, and an examination of the implications of transition for particular sectors such as social care

## **Outcomes:**

The panel agreed to continue to monitor the progress and requested that further information be presented to a future meeting to include an update on:

- the analysis of the Kirklees level export destinations with the current position on free trade agreements
- an assessment of local business confidence
- an evaluation of the implications for social care
- an update on the wider economic and social impacts of transition including those issues that extend beyond the Council's remit

## **People Strategy**

In February 2020, the Panel received an update on activities associated with the People Strategy, with reference to the 'attraction' workstream, and the key achievements from the last 12 months. The key achievements included:

- The development of community outreach programmes to encourage people, particularly from some of the most disadvantaged groups and communities, to apply for jobs with Kirklees and to assist them to do so by signposting to support for the development of the necessary skills and helping with the completion of application forms. This initiative had resulted in an increase in applications for apprenticeships from female applicants and those over the age of 30. There had also been an increase in job applications from people with disabilities and from black and minority ethnic applicants
- Kirklees being shortlisted for a Local Government Chronicle diversity award
- The High Five employee recognition scheme. This had proved to be hugely successful, with excellent feedback being received from the workforce. The first Staff Awards event had taken place in October 2019
- The ongoing modernisation of the recruitment process, including the introduction of a new digital platform and development of the induction process to include engagement with new employees at an early stage

The Strategy had been launched in November 2017 and spanned from 2017 – 2020. The plan was to refresh the strategy and the Panel was invited to provide feedback and comment on the planned refresh of the strategy.

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The Panel welcomed the comprehensive report and in response to the refresh of the strategy made the following comments:

- There should be explicit reference to those staff who also had caring responsibilities. Real life examples should be provided to illustrate how the Council could put support into practice so that it was clear to these employees that they were valued and that the challenges they faced were recognised
- The 'High Five' scheme and awards event were excellent initiatives
- The culture of the Council needed to encourage and reward those who adopted a wider, holistic approach to their role and demonstrated a pride in the district through their behaviours
- The introduction of a new digital recruitment platform was a positive development
- Outcomes could be captured in the form of individual's stories and experiences, as well as raw data, as this could better illustrate the impact of initiatives.
- The wellbeing of employees, including their status and how they were treated by an organisation, was a very important element in terms of attraction and retention and this issue needed to be given equivalent weight to salary and benefits packages when considering the offer to employees.

### **Outcomes:**

The positive work being undertaken in respect of attraction and retention including; the staff recognition scheme, wellbeing support for existing staff, the ongoing improvements to recruitment processes and schemes to improve diversity were welcomed and supported.

The Panel recommended that:

- consideration be given to using 'real-life' stories to illustrate data.
- the strategy make reference to those staff who are also carers and the support available to them.
- the induction process for the most senior employees, should include introductory engagement with the political groups.

- the volunteering opportunity for staff and the employee benefit platform should continue to be well promoted.

They also requested that a further report be submitted to the Panel in Autumn 2020 on the refreshed strategy and that this include the recommendations forthcoming from the current study of the reasons for people leaving the authority.

### **Corporate Performance Report**

The Panel considered a report giving an overview of the Council's corporate performance at the end of Quarter 1 2019/20, in respect of those aspects that related to the Corporate Plan aspiration to 'work smart and deliver effectively and efficiently'.

### **Outcomes:**

- It was recommended that consideration to be given to the inclusion of information in relation to the following matters in future reports:
  - the Council's future ambition on sickness absence, benchmarking with other West Yorkshire Local Authorities and good news stories
  - Explanation of Transformation within the organisation which has had an impact on the reduction in agency spend.
  - improvements on Local Wealth Creation, the Council's future ambition and benchmarking with other West Yorkshire Local Authorities

It was also recommended that the Panel be consulted on the early development and testing of dashboards for self-service access to data.

In addition, officers were asked to explore whether mental health was effectively represented in the performance data and if it was having an impact in terms of staff absences; and the possibility of consultation and engagement with local businesses on performance data and whether this could then influence the Council's strategies and priorities.

The Panel also expressed a wish to receive a report on the volunteering offer, including details of the prospectus and volunteering opportunities, and how this could be further promoted by the Council.

# Economy & Neighbourhoods Scrutiny Panel

Panel membership
Councillor Harpreet Uppal (Lead Member)
Councillor Martyn Bolt
Councillor Richard Eastwood
Councillor Yusra Hussain
Richard Murgatroyd
Councillor John Taylor
Andrew Bird (Co-optee)
Chris Friend (Co-optee)
Eilidh Ogden (Co-optee)

## Work Programme 2019/20

- Towns and Communities in Kirklees
- Greenspace Strategy
- Tree and Woodland Management Policy
- Playable Spaces Strategy
- Digital Strategy
- Active Travel
- Waste Strategy
- Air Quality
- Housing (Tenant Engagement/Homelessness)
- Community Infrastructure Levy/ Supplementary Planning Documents
- Inward Investment Strategy

The Panel welcomed representatives of Kirklees Youth Council and a lengthy and wide ranging discussion took place which included; the importance of ease of travel to the town centre other than by private car; the need to ensure that the consultation was completely inclusive and involved those who did not currently use the town centre as well as those who did; the potential impact on other town centres in the district; and the environmental impact of the proposals.

### Outcomes:

The Panel was able to contribute towards ensuring that the consultation/engagement process on the Huddersfield Blueprint is as robust and inclusive as possible. Members were also able to identify a number of important issues that they might wish to consider in relation to the master plan moving forward; they requested the provision of a range of additional detailed information from the Head of Development and Master Planning and proposed a focus on particular issues within future reports.

## Committee Highlights

### Huddersfield Blueprint

The Panel received a report in relation to the Huddersfield Blueprint; the ten-year master plan for the Town Centre, which had been launched in June 2019. The report placed a particular focus engagement and consultation.

### Scrutiny of Waste Service

The Panel received a presentation on waste related issues and made a number of recommendations in respect of the service. The Panel welcomed the work being undertaken by the Ward Based Squads, and the opportunities being taken to further expand the skills of the members of the team.

## **Outcomes:**

Ward Councillors should be provided with an overview of the issues reported to the Council by residents (including on ROSS) to assist them in determining the priorities for action within their ward.

- Consideration should be given to how best the Service might be able to support ward members in promoting and publicising this work to their residents.
- The Service should consider raising awareness within schools and colleges of the potential for volunteering opportunities and work experience.
- A strategic environmental assessment should be undertaken as part of the development of the Kirklees Waste Strategy. Innovative approaches to fly tipping should also be considered including the potential of a once a year universal service to clear unwanted items.
- Disposal of trade waste, including the potential impact on the levels of fly tipping, should be considered as part of the development of the new waste strategy.
- Fly tipping should be retained on the Panel's Work Programme with a particular focus on the use of an intelligence led approach.
- The service should increase awareness of the concessions available for the bulky waste collection service for those residents in receipt of an assisted bin service, and the permit process for the Household Waste Recycling Centres.

## **Homelessness**

The Panel received a Progress Report on Preventing Homelessness and Rough Sleeping Strategy and received a post implementation update including statistics on housing need/waiting lists/rough sleepers. Going forward the panel recommended that reference be made in the strategy to ex-military personnel as a vulnerable group.

## **Tree and Woodland Management Policy**

The Panel considered a report in relation to a proposed Council Owned Tree and Woodland Management Policy. The report also provided an update on the approach being taken to the White Rose Forest scheme.

### **Outcome:**

The Panel suggested that the Greenspace Service should engage with uniformed groups in relation to tree planting volunteering opportunities and supported the engagement work being undertaken with schools.

## **5 Year Air Quality Action Plan**

A report was submitted which provided an update in relation to the development of the Council's Five Year Air Quality Action Plan.

### **Outcome:**

The Panel noted that the action plan contained a wide array of actions and individual topic areas that could be brought back to the Panel for scrutiny in more depth and highlighted particular areas for future consideration, including looking at infrastructure to encourage sustainable and active transport.

## **Playable Spaces Strategy**

The Panel considered a report and presentation on plans setting out the next steps in relation to the strategy, which focusses on engagement with the public

### **Outcome:**

The Panel supported a proposal for consultations with a wide range of stakeholders on the Playable Space Strategy in advance of the local elections 2020 supported and highlighted the vital role of ward members in contributing to the consultation to develop play opportunities to meet children's needs

## Community Infrastructure Levy

The Panel received a report setting out details of the Community Infrastructure Levy charging schedule.

### Outcomes:

The Panel provided the following feedback in respect of the Community Infrastructure Levy:

- That further consideration be given to the instalment policy and the potential negative effect on small and medium size companies
- That clarification be sought on the role of neighbourhood forums and links be forged with existing structure and mechanisms around place based working.
- The importance of being able to communicate the rationale behind decisions where infrastructure spending from a development in a particular area **is** being spent in a different area. A clear policy is needed that justifies how money is allocated across the borough.

## Walking and Cycling

A joint meeting was arranged between the Panel and the Health and Adult Social Care Panel to look at cycling and walking in Kirklees. The report and presentation looked at the public health benefits of cycling and the measures to encourage modal shift along with the current and planned infrastructure.

### Outcome:

The Panel recognised the importance of involving expert groups and wider stakeholders in collaborating on walking and cycling routes. The panel also recognised that national government funding and intervention is important on this issue for local areas to be able to prioritise investment. However it was also agreed that balance is needed at a local level between behaviour change programmes and targeted infrastructure investments to encourage people from cars to walking and cycling. A walking and cycling study visit was arranged for the end of March 2020 but had to be postponed as a result of the pandemic. The visit will be re-arranged when it is safe to do so.

## Learning Skills and Employment Plan

The Panel acknowledged the partnership approach to develop the Plan and encouraged the use of procurement, social value interventions from the Council as well as considering the Real Living Wage to tackle inequalities in the Borough. The panel also asked about the focus on digital skills given the investment in gigabit broadband in parts of the Borough and the recent decision by Channel 4 to move to Leeds and nearby Media City.

### Outcome:

The Panel encouraged alignment with the Digital Strategy.

## Greenspace Policy

The Panel received a report on the issue of Greenspaces and agreed to support the approach of developing a council wide policy on this area rather than a strategy. As the Policy develops the Panel will be consulted.

### Outcome:

The Panel suggested a focus on making greenway's safe and clean so people feel confident going off main highways to use them as preferred walking and cycling routes, trialling the use of moss walls to help tackle climate change and ensuring a programme is in place for habitat corridors

## Digital Plan

The Panel received a report and presentation on the Council's Digital Programme. Representatives from private infrastructure providers, City Fibre and Fibre Nation were invited to attend and responded to questions relating to their ongoing work and investment plans for Kirklees. The Panel noted the positive work underway and undertook to receive a further update in 12 months as the work and plans develop.

### Outcome:

The Panel stressed the importance of residents and businesses locally benefitting from the infrastructure investment and ensuring this strategy is aligned with the skills strategy.

# Children's Scrutiny Panel

## Panel membership

Councillor Andrew Marchington (Chair)  
Councillor Paul White  
Councillor Amanda Pinnock  
Councillor Aafaq Butt,  
Councillor Richard Smith  
Councillor Paul Davies  
Linda Summers (Education Co-optee)  
Dale O'Neill (Co-Optee)  
Toni Bromley (Co-Optee)

## Work Programme 2019/20

- Special Education Needs
- Exploitation Strategy
- Kirklees Safeguarding Children's Board
- Early Support Partnership (Edge of Care)
- Review of Improvement Journey
- Educational Outcomes and Learning Support Strategy
- Number of Children in Care
- Future Options for Almondbury Community School
- Performance Information (Children's Services)
- CAHMS Transformation Plan
- Elective Home Education (Ad-hoc Panel)

The Panel have continued to work through an extensive work programme and encouraged Members to attend relevant Partnership meetings and visits to services as a means of seeking re-assurance, highlighting issues for further consideration and avoiding duplication.

## Committee Highlights

### Future Options for Almondbury Community School

At a Scrutiny Call-in meeting, the Panel agreed that the Decision by Cabinet taken on the 16th July 2019 on Future Options for Almondbury Community School could be freed for implementation, however, recommended that Cabinet consider a number of learning points relating to:-

- Capacity - Whilst the Panel was reassured that there was sufficient capacity in the system, they acknowledged that if Almondbury Community School closed there would be limited choice at local schools from September 2020. The Panel felt it was not clear about where pupils would be allocated places in September 2020.
- Openness - It appeared that an assumption was made at the outset that the school was not viable and would fail a due diligence test for academisation. The Panel agreed that the rationale for making that assumption was not fully explained in the Cabinet reports, for example, the fact of the school operating a £500k deficit budget only became apparent at the July Cabinet meeting. In future the Panel requested that Cabinet ensured that there was better explanation within reports.

The Panel welcomed the Ofsted report following the Inspection of Children's Services in June 2019 and agreed that arrangements should be put in place to organise an informal Panel session regarding improving partnership working and governance structures.

During the year, the Panel have continued to receive regular updates on Almondbury Community School as the decision progressed towards full implementation.

## **Review of Improvement Journey**

Throughout 2019/20 the Panel considered reports giving an update on the Review of the Children's Services Improvement Journey. The Panel agreed that the voice of the child and their experiences should be reflected and lessons learned in all aspects of work undertaken by Children's Services.

## **SEND progress update on Recommendations**

Building on its work for Children with Special Educational Needs, the Panel considered a report giving an update on the recommendations from the work that had previously been undertaken by the Panel relating to children with special educational needs. The Panel agreed that greater clarification had been given on the timescales outlined in the SENDACT action plan, but that the voice of young people should be captured and reflected in the work of SENDACT.

## **Number and Age of Children in Care**

The Panel continued to receive monthly reports giving the latest data on the number and age of Children in Care. Lead Member Briefings were held to allow the Chair to receive updates and detailed breakdowns and report back to the Panel.

## **Partnership Visits**

The Panel have continued to use visits to services and partners as a means of gathering evidence and information to inform its work.

## **Multi-Agency meeting (Front Door Children's Services) on 2nd December 2019**

The Scrutiny Panel scrutinised the current partnership arrangements between Children's Services and its partners and on the 2nd December 2019 attended a Front Door Multi Agency Meeting in Children's Services and observed Kirklees and partners (social workers, health, Police, etc) reviewing cases and the Panel were able to assess partnership working in action.

One Panel member said "I found it reassuring that all cases were reviewed so quickly after first contact, which must significantly reduce the risk of children slipping through the net, and I thought there was a refreshing willingness, rather than defensive reluctance, to revisit cases which the meeting thought may have been closed prematurely."

Another Panel member said "The interchange of information and opinion between the representatives of the different agencies was excellent. This led to enhanced decision making which took into account a broad spectrum of areas relevant to each case" and "There was a strong sense of self review and learning from past actions".

## **Single Point of Access at Northorpe Hall on 9th December 2019**

Some Members of the Panel visited the Single Point of Access (SPOC) for Children and young people at Northorpe Hall, Mirfield, which was part of the Thriving Kirklees approach. Thriving Kirklees is a partnership of local health and wellbeing providers all working together to support children, young people and their families to thrive and be healthy. The Panel had a tour of the offices and spoke to members of staff who were responsible for

dealing with the telephone enquiries that come in, undertaking assessments following referral and the Manager of the team explained how decisions were taken on each individual case.

One Panel Member said "There was clearly effective communication between teams, one effect of this was a reduction of duplication."

Another Panel Member said "the individuals on duty took the responsibility of helping families and individuals even if there was no referral required to the services they covered. They signposted people to more appropriate services or provided them with practical guidance over the telephone. There was a real sense of care for those individuals contacting the centre and the review processes which are in place help ensure that Management can make swift decisions on further actions needed for a child. There is an open door policy so that staff have quick access to Management to help facilitate this."

## Youth Offending Team

The Scrutiny Panel scrutinised the current partnership arrangements between Children's Services and its partners and on the 27th January 2020 visited the Youth Offending Team. The core of the work that the YOT Team carried out was very much about helping young offenders to find positive ways to re-engage in communities and to assist them in finding a meaningful path for them to develop themselves so that they did not re-offend. Panel Members were informed that reparation was part of this approach, with a great emphasis on restorative practice. Central to this work was the multi-agency approach to the support given to the youth offenders. During the visit the Panel met members of the Team from the Probation Service, C&K Careers, Intensive Supervision and Surveillance Team and the Reparation Team and met one of the youth offenders that the YOT had been working with.

One Panel Member said "the multi-agency discussion illustrated the urgent need to create more partnerships with employers and colleges/

schools to provide opportunities for youth offenders".

## **Chairs Comments**

I would like to thank everyone who has worked so hard to make the work of the panel such a success. At the beginning of the year we were relatively new to the task but have brought together a breadth of experience and insight to the journey in improving outcomes for all children and young people in Kirklees.

Whilst having an overview of all the work with children and young people, we have scrutinised the areas that we believe will have the biggest impact on the improvement journey. It has been pleasing to see the depth of scrutiny that is taking place around the information that is collected and how that information is used. That takes place daily by senior managers and by panels such as the Corporate Parenting Board and the Children's Improvement Board.

Partnership working is a key to the best outcomes for our children and younger people and the panel have seen evidence of effective partnership working in progress and hope that will continue. Observations and conversations have led not only to a better understanding of the work that is being undertaken but also corroborated the evidence that is presented to the panel.

It is important that in all our work the voices of children and young people are heard. It is their lived experience that should shape the decisions that affect them each day.

I look forward to us continuing this work together.

## **Cllr Andrew Marchington**

# Ad Hoc Scrutiny Panel – Elective Home Education

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.

Between December 2017 and December 2019, the Panel used a range of methods to gather the evidence used to inform the report, with the following people making valued contributions:

- young people and their parents
- the creator of the 'Ed Yourself' website
- representatives of Calderdale & Kirklees Careers Service
- officers from the other West Yorkshire authorities
- a number of schools within the district
- officers from within the service area responsible for elective home education.

They considered evidence submitted in respect of:

- The reasons for choosing home education and its benefits.
- The challenges faced by home educating families and how Kirklees might be able to provide more support.
- The Authority's statutory responsibilities. Relevant legislation, associated guidance and research studies.
- Practice in Kirklees and that of neighbouring local authorities.

- Attainment and outcomes, including access to careers support and issues around provision for Key Stage 4.
- Ofsted's approach.
- Special Educational Needs and Disabilities (SEND).
- The options available to the Authority to address non-attendance where there were concerns.
- Examination facilities and costs.
- Off-rolling.
- Flexi-schooling.

They also took account of new non-statutory guidance, published by the Government in April 2019, which set out the view of the Department for Education on how local authorities should manage elective home education.

This guidance acknowledged that local authorities do not receive funding to support home-educating families (except in relation to high needs SEN) and that the level and type of support would therefore vary between one local authority and another. It included recommendations about the minimum offer to electively home educating families and gave examples of other ways in which home educating families could be assisted, depending on the resources available.

The Panel completed its work in early 2020 and produced a final report incorporating a summary of the evidence received, together with its findings and seven recommendations.

The draft final report was submitted to an informal meeting of the Children's Scrutiny Panel on 13th March 2020. The Panel welcomed the report and agreed that officers should be given sufficient time to consider and respond to the recommendations and to produce an Action Plan. It was requested that updates should be submitted to the Panel in the future.

The next stage is for the Final Report, including the Panel's recommendations and the completed Action Plan, to be submitted to Cabinet for consideration.

# Work programme for 2020/21

<b>Overview and Scrutiny Management Committee</b>	
Council Priorities and the Covid-19 Response	Cohesion Strategy Update
Devolution mid-point consultation update	Crime and Disorder including Domestic Abuse (update on the main strategy, responses to Covid-19 and Forward plan) Refreshed Strategic
Our Council Plan	Intelligence Assessment (SIA) and Refreshed Communities Partnership Plan
Future Arrangements for the Council's Residential Housing Stock (ad-hoc panel report)	Climate Commission – Monitoring
Recovery Programme	Elective Home Education (ad-hoc panel report)
<b>Children's Panel</b>	
Review of the Improvement Journey	Youth Services and Initiatives
Educational Outcomes	Special Educational Needs and High Needs
Number of children in care	Performance Information (Children's Services)
Youth Services and Initiatives	
<b>Corporate Panel</b>	
Financial Monitoring	Procurement
Council's Risk Register	Approach to Commercialisation
Capital Plan / Council Plan	People Strategy / Technology Strategy 2020-25
Organisational Communications Strategy	Leaving the EU preparations
Corporate Performance	
<b>Economy And Neighbourhoods Panel</b>	
Inward Investment Strategy	Air Quality
Tackling Poverty	Planning Related Matters
Active Travel	Towns and Communities in Kirklees
Digital Strategy	COVID-19
<b>Health and Adult Social Care Panel</b>	
Financial position of the Kirklees Health and Adult Social Care Economy	Development of a local Community Care Package (pilot)
Community Care Services.	Mental Health Services Workshop
Kirklees Integrated Wellness Service	Kirklees Care Homes Programme Board
Quality of Care in Kirklees	Mid Yorkshire Hospitals NHS Trust (MYHT) Ambulatory Emergency Care (AEC) Services and Services provided at Dewsbury and District Hospital (DDH)
Suicide Prevention	Transforming Outpatient Care at Calderdale and Huddersfield NHS Foundation Trust (CHFT) and Mid Yorkshire Hospitals NHS Trust (MYHT)
Kirklees Safeguarding Adults Board (KSAB) 2019/20 Annual Report	Covid -19 (included as standing item for 2020/21 municipal year)
Kirklees Immunisation Programme	
Update on Winter Planning	

# Frequently asked questions

Here are some brief answers to the most frequently asked questions about Overview & Scrutiny.

## What is Overview & Scrutiny?

Overview and Scrutiny acts as a check and balance on the Council's decision maker (the Cabinet) by holding it to account for its decision. Overview and Scrutiny aims to:

- Contribute to the development of strategic decisions before the Cabinet makes them
- Ensure Cabinet is accountable for the decisions it has made
- Improve the performance of the Council's services;
- Improve the performance of other public services for which the Council has responsibility or is a stakeholder in;
- Actively engage local people in scrutiny and promote issues which are of importance and of relevance to them.

## Who is involved?

Any councillor, other than those who hold a cabinet post, can take part in scrutiny work. Panels in Kirklees also include statutory and voluntary co-optees and are supported by officers of the Council's Democracy Service. Cabinet members, senior officers, representatives from partners and members of the public, are invited to attend scrutiny panels to contribute to discussions on items in the panels' work programme.

## Is scrutiny a party political activity?

Scrutiny is a key part of the political process; however it is not party political. The scrutiny committee and panel structure is made up of Councillors from across all the political groups.

Councillors aim to leave their party politics at the door and look objectively at issues, basing their findings on the information they have heard and received reports on.

## How do you choose what to scrutinise?

The councillors and voluntary co-optees decide which issues to prioritise, with the overview and scrutiny committee having overall responsibility for the scrutiny work programme. Carrying out effective scrutiny takes a lot of time, commitment and effort so it is simply not possible to look at every issue. When choosing issues, scrutiny will consider whether it is can make a real difference by looking at the issue (for example, whether recommendations could result in improved services).

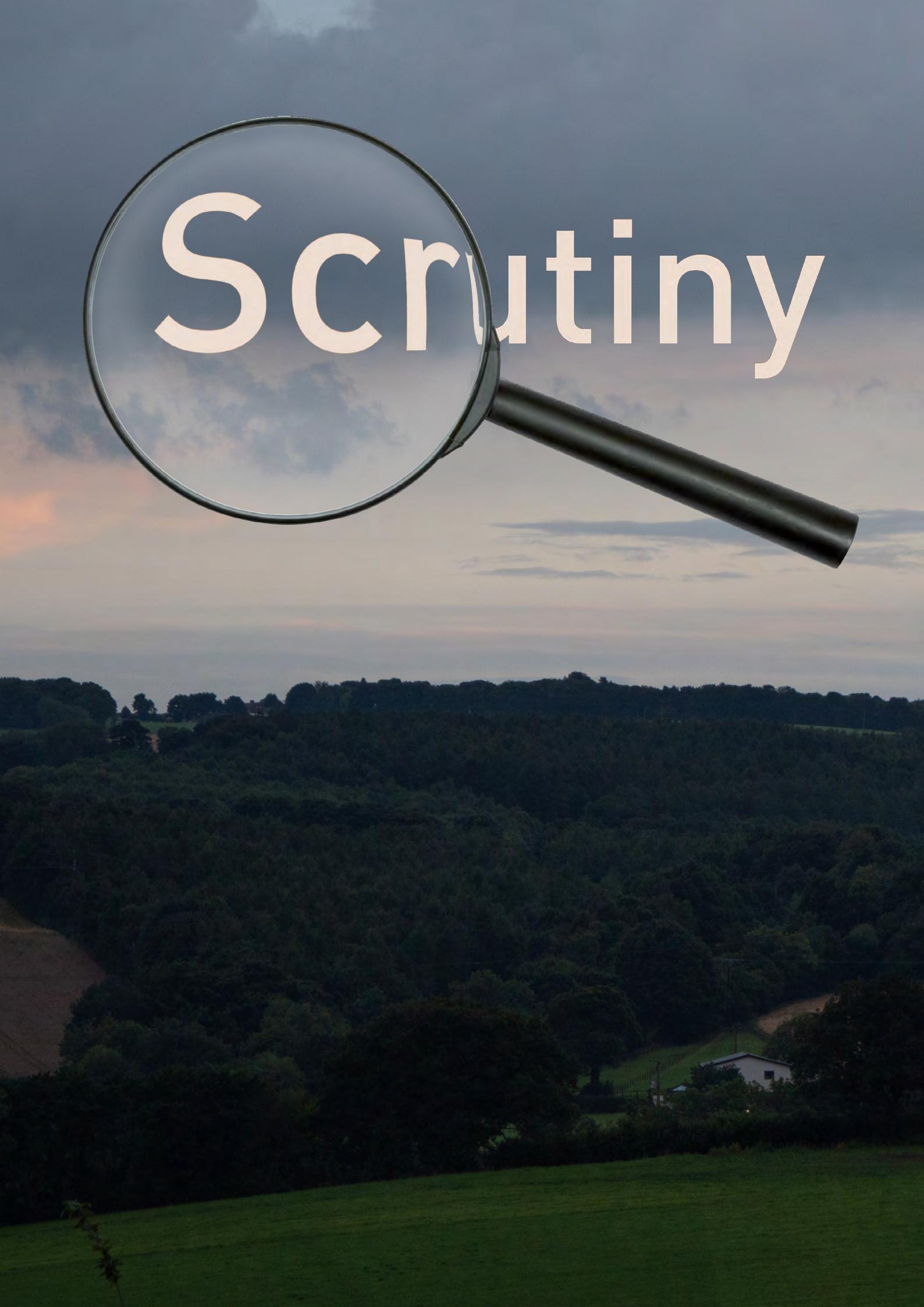
## What can't Scrutiny look at and why?

Scrutiny is not appropriate for considering individual complaints. The panels also cannot investigate regulatory or 'quasi-judicial' decisions, such as planning or licensing decisions.

## How can the public get involved?

- Attend public meetings of the scrutiny committee or one of the scrutiny panels
- Suggest a topic for scrutiny
- Provide evidence at a panel or send us your views.
- Join a pool of people interested in being co-opted on to a panel when vacancies are advertised.
- 





# Scrutiny



# Team contact details

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### **Health and Adult Social Care Panel / Joint Health Scrutiny Committees**

Richard Dunne, Principal Governance & Democratic Engagement Officer

### **Children's Panel**

Helen Kilroy, Assistant Democracy Manager

### **Economy and Neighbourhoods Panel**

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### **Corporate Scrutiny Panel**

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