

Kirklees Scrutiny

Annual Report 2012-2013

Making a Difference



**Children &
Young
People**

Resources

**Wellbeing &
Communities**

**Development
& Environment**



Chair Foreword



**Chair of Scrutiny
Cllr Nigel Patrick**

I am pleased to present the 2012/13 annual scrutiny report. The report focuses on seventeen investigations undertaken across the four scrutiny panels. In total 48 different service areas were looked at, seven reports went to Cabinet and of the 60 recommendations made by scrutiny, 57 were accepted by Cabinet. Young people contributed to the work of scrutiny more in 2012/13 than ever before. This is great news and I hope it encourages other people to get involved.

I would like to take this opportunity to acknowledge and thank all those people who contributed to the investigations and those who supported the work of scrutiny in 2012/13.

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Scrutiny Work 2012-13

Overview and Scrutiny in Kirklees forms an important part of the democratic process and aims to make a difference by undertaking projects and tasks that underpin the Council's drive to be transparent and accountable.

This annual report sets out some of the key pieces of work and projects undertaken by Scrutiny during 2012-13.

The Work of Scrutiny in Kirklees is co-ordinated by the Overview and Scrutiny Management Committee (OSMC), which manages and gives steer to a structure of four scrutiny panels.

One of the fundamental roles of OSMC is to ensure that Scrutiny has a manageable workload. The long list of potential issues was drawn from priorities identified by Cabinet Members, Directors and partner organisations as well as issues that the Panel felt should be rolled forward from the previous year.

OSMC whittled down a long list of areas relevant to each of the Panel remits and the Scrutiny Panels were tasked with reducing the list further for their individual work programmes. In total 48 main issues were looked at.

OSMC met on a 4 weekly basis and in addition to overseeing the work of the Panel, it had its own work programme which focussed on strategic issues, including:

- Performance Monitoring
- Financial Performance Reporting
- Overview of legislative development
- Government consultations
- Open public service consultation
- The Petition Scheme
- Localism Issues
- Health Scrutiny Consultation
- Revenue Reporting
- Police and Crime Protocol

Influencing

Asset Disposal

Kirklees Land & Property Facts

- Council land and property covers 15 square miles.
- Market value of £1 billion
- 600 areas of public amenity
- Over 20,000 Council Homes

The Resources Panel has reviewed a number of areas of the Asset Disposal Programme including looking at the main barriers and blockages to the disposal of assets; the implications of the legislation covering the community right to bid; and the importance of the disposal programmes contribution to the Council's Capital Plan.

During an early review of the work it became clear to the Panel that there was a need to ensure that there was a robust consultation process with Councillors on the proposed disposal of assets in their wards. The review of the consultation process included an exercise with the Head of Corporate Landlord that demonstrated the complexity of issues faced by the Council when assessing options available for local assets.

The discussions on the consultation process resulted in a recommendation from the Panel that the flowchart used by the Council to outline the key stages of the disposal process be amended so that the consultation with local ward councillors took place much earlier in the process. The Service agreed to this recommendation and the consultation phase has now been moved to the preliminary stages of the process.

This revised approach should ensure that councillors have earlier involvement in the process and provide councillors with an opportunity to use their local intelligence, including residents' views, to influence and shape the disposal programme in their wards.



Influencing

Adoption

The average length of time
a child waits to be adopted is
2 years 7 months

Average age of adoption is
3 years 10 months.

At the start of the municipal year the Children and Young People Scrutiny Panel included Adoption on its work programme.

The initial focus of the panel was to gain a better understanding of the adoption process in Kirklees and over a series of 3 meetings the Panel considered all aspects of adoption including the legal process and timescales.

It soon became apparent that in Kirklees there is a shortage of potential adoptive parents and the Panel sought to understand what plans were being put in place in Kirklees to address this. The Panel learned that a recruitment campaign was being planned and explored what the campaign would entail.

Some of the concerns were that the application and assessment process was too bureaucratic, intrusive and a disincentive to adopt. The campaign aimed to breakdown some of the myths surrounding the adoption process and encouraged people who had previously ruled themselves out.

The Panel was able to make a number of suggestions to improve the recruitment Process.

The number of
adoptions
continues to fall



Influencing - Road Signage Recommendations

1. Extending the use of existing web reporting systems and ability to report problems.



2. That there should be a review of the approach to remove temporary road signage.

4. That a scoring is introduced to ensure consistent prioritisation of requests for road signage.



3. That the Council introduce a penalty system for contractors that don't remove signs.



5. Council staff are encouraged to report signage in need of repair or removal.



6. That Council charges landowners for overgrown vegetation obstructing signage and markings.

7. That a system is introduced to improve standards and quality control.

8. That the Council commissions publicity to increase public awareness of how to report signage in need of repair or removal.



9. That there is an evaluation of in-house white lining and that is reported back to scrutiny.



Influencing Housing

- 13,000 people are actively bidding on the housing register
- 24% of all housing applicants are under 25 years old.
- 62% of households in Kirklees earn less than 25k

In February 2013, the Development & Environment Scrutiny Panel was presented with the Council's proposed Housing Commissioning Strategy for 2013-2016.

The Panel had been maintaining an overview of the development of the strategy for over 12 months due to the importance of the strategy; the fundamental changes taking place at both a national and local level and the impact on people's housing needs.

The Panel had been previously disappointed that the developing strategy had not contained information on how the desired outcomes would be implemented and had made a recommendation to the service for this to happen.

At the February meeting the Panel was impressed with the action plans that had been developed and which were now sitting beneath each of the outcomes and endorsed the report and strategy being presented to Cabinet.

In July 2012, Scrutiny contributed to a housing consultation, including looking at age designation. The Panel presented a response to the service, including comments and recommendations that the housing register should be available to those who live, work and have family in Kirklees, but that people from outside the area should at least be allowed to apply for housing.

The Panel agreed that there should be changes to the way priority is given and that there should be changes to statutory succession, homelessness and tenancy agreements.



Scrutiny Out and About Sexual Health

22% of Chlamydia tests were carried out on 15-24 year olds in Kirklees last year (12,469)

From April 2013 the Council had a new mandatory responsibility for commissioning a comprehensive open-access, accessible and confidential sexual health service. This includes the testing, treatment and prevention of poor sexual health services.

Chlamydia is one of the most common sexually transmitted infections in the UK, and is most common in 15-24 year olds. It is estimated that up to 1 in 10 sexually active young people are infected. Kirklees has one of the highest infection rates in West Yorkshire and is comparably higher than the national average.

The new approach to commissioning services commenced in June 2011, and it was felt timely to review this. A Task Group was established to focus on under 25's Chlamydia screening in Kirklees, specifically to:

- Assess the availability of access to Chlamydia screening for young people aged 15-24
- Explore the different approaches to screening in North and South Kirklees, identify where good practice exists and how this could be replicated in both areas.
- Assess whether the change of approach to Chlamydia screening since June 2011 was working effectively.
- Establish how the Council, NHS and other partners deliver sexual health education to young people aged 15-24, to prevent sexually transmitted infections and promote access to screening.

During the course of its investigations the Task Group met with health professionals and council officers, and also visited Huddersfield New College to observe their open door approach to sexual health services. The Task Group is currently concluding its work and will be making a number of recommendations shortly.

10% of tests were positive



Out and About

Customer Service Strategy



Previous work undertaken by the Resources Scrutiny Panel highlighted the need to address customer access through the Council's physical sites. To enhance the delivery of front of house services it has been identified that a single 'point of access' approach would deliver both service improvements for customers and efficiencies in service delivery.

A new and improved Customer Service Centre in the Walsh Building, Dewsbury was developed to serve the purpose in the North of Kirklees and was opened in May 2012. The building houses a wide range of supporting back office services in one location within Dewsbury town centre.

In September 2012, the Resources Panel held its meeting in the new Centre. Prior to the start of the meeting Panel members arranged to have a tour of the new centre. The tour provided the Panel with an opportunity to see the physical layout of the centre including the facilities that are available to customers that included access to computers.

Panel members also spoke to customer service staff who were able to provide a valuable insight in to how the new approach to delivering customer service was progressing. The visit was concluded with a formal meeting that included a presentation from Jane Brady, Assistant Director Resources Customer and Exchequer on the development and progress of the centre.

Lessons learned from the North Kirklees model have been used to develop a Huddersfield Customer Service Centre and plans are in place for the Panel to visit the new centre to see how the lessons learned during the opening of the Dewsbury Centre have impacted on the development of the Huddersfield Centre.



Scrutiny Out and About Town Centres



The Town Centre's Task Group has been working with the Place Directorate to have input in to the developing strategies to increase footfall and more vibrancy in Kirklees Town Centres. This has included considering the existing strategies for Dewsbury and Huddersfield, reviewing the implementation plans and background, as well as the emerging strategies and to gather good practice and evidence from other town centres.

Bury was selected for its impressive markets and established brand as having a world famous market. Nottingham was selected for its town centre events and innovative approach to working with new businesses.



The Involving Young Citizens Equally team (IYCE) organised young people to also visit Bury to shadow the adult research and get a young person perspective.

It is expected that a final report and recommendations will be completed in Autumn 2013.



Health Scrutiny

Joint Health & Well-Being Strategy



A Scrutiny event was held on 10 July 2012 for all members to engage with the development of the Joint Health and Well-Being Strategy (JHAWS) for Kirklees.

The Kirklees Health and Well-Being Board has a statutory duty to develop JHAWS, setting out a vision for improving health and the well-being of local people and reduce inequalities at every stage of a person's life by 2020.

Cllr Viv Kendrick, Lead Member for Health Scrutiny, opened the event and welcomed Dr Judith Hooper, Director of Public Health, as the key speaker.

Scrutiny members were set a number of questions to answer during a series of workshops, including: ?

- Does the draft strategy have the right balance of outcomes
- Are there any gaps in issues/group or service changes that scrutiny would like addressed?
- What criteria should be used to identify priorities for the implementation plan in the coming year?
- How do scrutiny envisage being able to use the strategy to assess improvements in health and well-being and to raise the quality of health & social care in Kirklees?



- 21 people attended the session
- 50 stakeholders were consulted
- Health & Well-Being agenda cuts across all areas of the council and is therefore the responsibility of all Panels.

Health Scrutiny

New Health Relationships



The Health and Social Care Act 2012 introduced a host of new organisations in the health world including: Clinical Commissioning Groups, Local Healthwatch, the Health & Well-Being Board, and the NHS Commissioning Board. It also saw public health responsibilities move to the Council

The Health and Well-Being Communities Scrutiny Panel has spent the last 12 months developing relationships with new organisations and establishing the role and responsibilities of Scrutiny in relation to these.

The Panel kept a watching brief as the new arrangements for the new Local Healthwatch were developed. In February, the Panel held a webcast discussion, to explore the roles and responsibilities of Scrutiny, Local Healthwatch and the Health & Well-Being Board and used a Centre of Public Scrutiny guide to help understand the independent, but complementary, roles and responsibilities of the three functions.

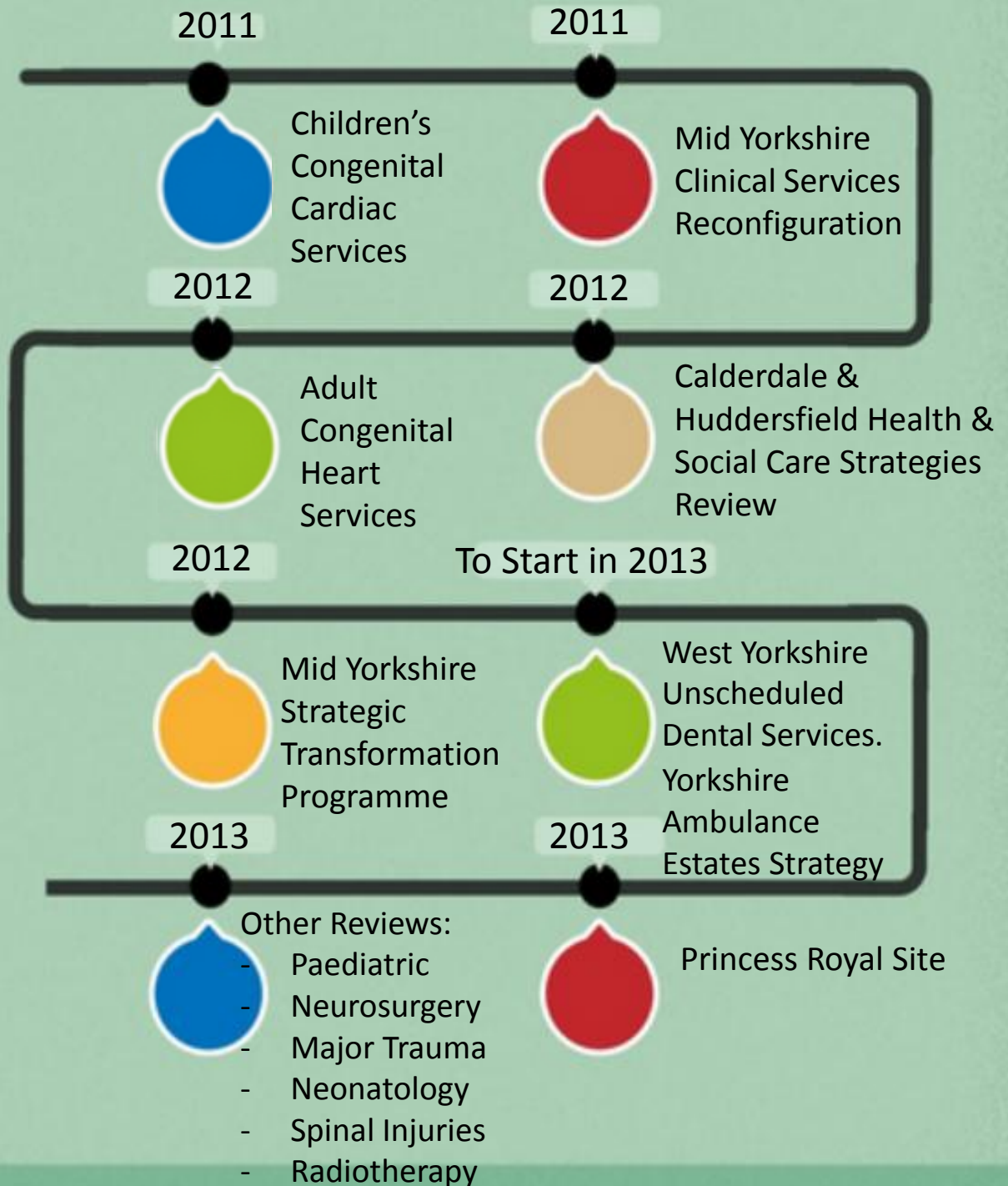
DID YOU KNOW?

The Council is responsible for:

- Access to Sexual Health Services
- Smoking Cessation Services
- National Child Measurement
- Tackling Obesity.

The Panel recognised the importance of maintaining a strategic overview of the transition of Public Health in to the Council and met with the Director of Public Health both before and after the 1st April 2013 when the function officially transferred. The Panel has identified one area of concern, in respect of immunisation responsibilities, which it intends to focus on during 2013/14. The Panel's Lead Member meets with representatives from all health organisations on a regular basis, and it is recognised that on-going conversations with the Clinical Commissioning Groups is an integral part of the Panel's work in order to fulfil its statutory health scrutiny duties.

Health Scrutiny Reviews





Listening & Involving Jobs, Opportunities & Money

In April 2013, the Children and Young People Panel presented a report to Cabinet about Jobs, Opportunities and Money for Young People in Kirklees.

The investigation was unique as it was the first time that young people had been involved in every stage of a scrutiny investigation.

Young people supported by the Panel and officers from the Involving Young Citizens Equally Team developed 3 evidence gathering methods. Including:

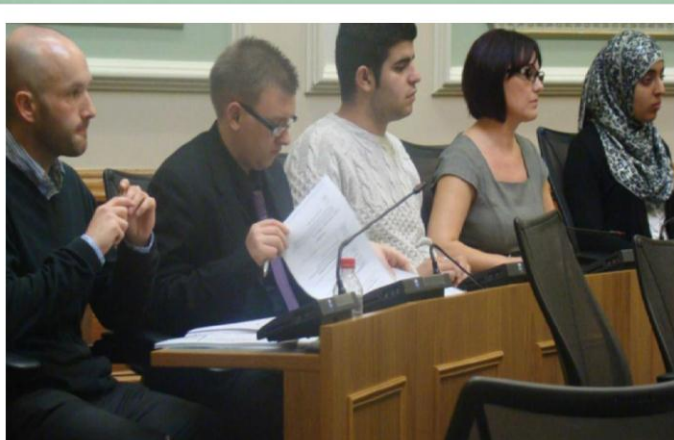
- A Jobs and Opportunities Survey
- An evaluation of Bursary leaflets
- Mystery shopping of the 'Workabout' website

Young People even attended Cabinet to see their report and recommendations being accepted by Cabinet.



Young People Recommendations:

- There should be an at a glance document for young people, outlining employment routes by qualification.
- That advice on GCSEs should be received as early as possible.
- That schools should have a specific Governor role that supports education business link activity
- That consideration is given to developing the use of digital technology and social media to support young people to access information and guidance.
- That young people are involved in the activities to create future literature relating to finance and money
- That information and guidance provided is fully reflective of the needs of vulnerable young people in accessing education.
- That the benefits of volunteering are promoted to young people.





Listening & Involving Work Force Development

The Resources Panel included Workforce Development in its work programme as it recognised the importance of this issue in light of the significant changes taking place across the work force as part of the Innovation and Efficiency Programme. To help support this major change programme the council developed a Workforce Development (WFD) Plan that covered a number of themes.

The Panel accepted the need for the Council to continue to downsize the workforce but felt that it was still important to continue to provide career opportunities for young people. The Panel agreed to set up a Task Group to focus on the Council's WFD Plan that covered apprenticeships with a focus on the council's internal schemes.

The Task Group listened carefully to the comments and views from young people and much of the feedback from the young people has been reflected in the views and recommendations included in the final report.

The report was presented to Cabinet on 15 July 2013 where it was formally endorsed and the full scrutiny panel will continue to monitor progress against the agreed action plan.

Recommendations

- That support services investigate the feasibility of a centrally funded apprenticeship budget.
- Need to gather an understanding why Council employees are leaving.
- Develop a system to analyse employment data.
- Develop resources for apprentices to help them understand the complete apprenticeship programme.
- Develop a plan to encourage increased involvement of young people in wider service work
- Identify ways for managers to provide opportunities for young people to participate in activities to develop their work skills.





Listening & Involving Building Services

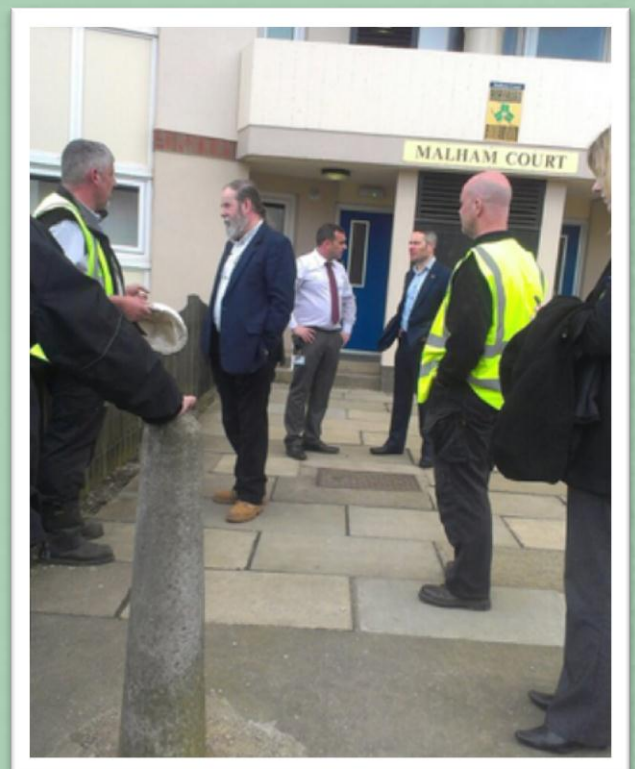
In January 2013 the Development and Environment Panel established a review to consider how Building Services are working to create an improved and positive organisational culture. The Panel has also been reviewing how the service is providing value for money, is customer focused and has sought to identify good practice.

To date the panel has looked at a wide range of areas across the service. Attended the offices at Flint Street, visited newly refurbished housing storey blocks and has spoken with members of the public and members of the workforce. Including; management, electricians, plumbers, apprentices, customer service teams, accounts and planners. It is anticipated that the review will conclude in Autumn 2013.

Last year Building Services carried out repairs and refurbishments to the value of £38,000,000

Building Services looks after 23,000 houses and approximately 50,000 tenants.

Building Services responds to approximately 10000 call outs per annum which are serviced by multi-trade teams.



Scrutiny - Monitoring

Child & Adolescent Mental Health – Children’s Emotional Well-Being Service (ChEWS)

In January 2012, as part of its monitoring brief, the Children and Young People Scrutiny Panel received information on the newly commissioned Tier 2 Children’s Emotional Well-Being Service (ChEWS).

The service delivered by Northorpe Hall and Family Trust in Partnership with Locala, launched on the 1 December 2012 with the aim of providing essential services for children and young people between the ages of 0-19.

The service provides skilled qualified workers who build positive relationships with children, young people and families to get children back to health.

The Children’s Emotional Well-Being Service (ChEWS)EWS received 195 referrals in the first 3 weeks.

The Panel also received information on the Tier 3, specialist Child and Adolescent Mental Health Service (CAMHS) delivered by the NHS. The service has been commissioned to respond to young people with the more severe and prolonged mental health concerns up to the age of 18. Clinicians diagnose conditions and offer appropriate treatment. The newly tendered service commenced on the 1 April 2013.

Recognising that both these services are at the early stage of their development the Panel will continue to monitor these services as they develop.



Scrutiny - Monitoring

Review of Integrated Youth Support Services

An independent Commission was established to look in to the future provision of Integrated Youth Support Services. The Commission chaired by Huddersfield University looked at the background to the review, current provision in Kirklees, statutory guidance for local authorities, other models operating regionally and nationally and best practice. The Commission then made proposals for future delivery that would meet the desired outcomes of: open access, preventative and targeted provision. The Commission's report was presented to Cabinet on 4th July 2013

The role of the Children and Young People Panel was to receive regular information and monitor the progress of the work of the commission.

Scrutiny Recommendations Database

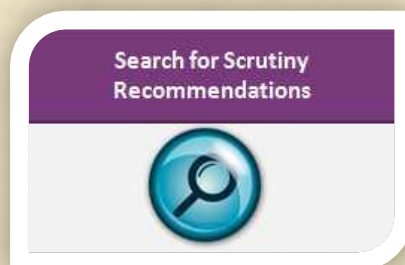
In November 2012 the Scrutiny Recommendations database was launched.

The aim of the database is to:

- Provide an at a glance look at the position and status of scrutiny recommendations.
- Demonstrate the difference scrutiny has made.
- Provide transparency and openness .
- Effectively hold the Cabinet and partner agencies to account.
- Ensure reports, recommendations and associated information relating to scrutiny reviews are easily accessible for councillors, officers and members of the public.
- Ensure there is ownership of individual recommendations.

You can access the database at <http://kirklees.gov.uk/scrutiny>

Just click on the image that looks like this.



Scrutiny - Monitoring

The Council's Innovation and Efficiency (I&E) Programme has been a long term key area of work for the Resources Panel and it has been kept informed of progress to date. Powerhouse is the name that the Council has given to the structured process that it is using to make a step change in the way in which it delivers back office services such as finance, HR, payroll and procurement.

The Council needs to develop a new back office system solution to support the delivery of savings from the Innovation and Efficiency Programme and associated changes in process.

During 2012/13 the Panel was involved in a number of meetings that focused on Powerhouse that included a detailed briefing on the procurement of the new IT system and the supporting business case.

The Panel also maintained a close focus on many aspects of the Powerhouse programme and following the purchase of the new system took particular interest in the pre-implementation phases of the programme.

£40m has been achieved through efficiency savings.

£40m still to find up to 2015

Cabinet agreed on 8th October 2012 to purchase a new back office system, along with an implementation programme, run by Logica, to replace existing payroll, finance and procurement systems and introduce an HR system through an integrated product called SAP.

During the year, the Panel has worked with officers to highlight areas that it felt needed developing further. The Panel is keen to continue to monitor the issue and during 2013/14 will focus on the implementation phase and the work that is being carried out on training and supporting council staff.

A word from our Co-optees

In December 2012 a Focus Group was held with the Scrutiny Co-optees to gather feedback on their experiences of being involved in Scrutiny and what they enjoyed.

Influencing change

The opportunity to influence changes in services through gathering evidence and developing recommendations.

Task Groups

Undertaking more focused pieces of work in greater depth & feeling more involved.

Gaining a wider understanding and knowledge of the Council

The opportunity to understand how it works and the challenges it faces.

Pre-meetings

The opportunity to discuss and seek clarification in a safe environment.

Knowledgeable witnesses

The majority of witnesses are well prepared, with a detailed understanding of the issue.

Getting out and about

Meeting frontline staff and getting their perspective.

Strong leadership

The leadership and direction provided by Lead Members.

Scrutiny Panel Work Programme at a Glance 2012-13

Children and Young People Scrutiny Panel.

Work Programme Items

Cllr Cahal Burke (Lead Member)
Cllr Mahmood Akhtar
Cllr Donna Bellamy
Cllr Hanif Mayet
Cllr Naheed Mather
Cllr Phil Scott
Co-optees:
Arif Ahmad, Richard Burge, Margaret
Dobson, Sajid Mirza

Fostering & Adoption
Child & Adolescent Mental Health
Stronger Families
Review of Integrated Youth Support
Services
Changes to Services for Deaf Children
Educational Attainment & Safeguarding
Performance
Academies Consultation
Teenage Conception
Munro report
Future Specialist Provision for Disabled
Children & SEN

Development and Environment Scrutiny Panel.

Work Programme Items

Cllr Ken Sims (Lead Member)
Cllr Edgar Holroyd-Doveton
Cllr Vivien Lees-Hamilton
Cllr Andrew Marchington
Cllr Cliff Preest
Cllr Karen Rowling
Co-optees:
Tim Duke, Ian Brierley, Jane Gledhill

The Town Centre Strategy
Housing Commissioning Strategy
Business Rates
Road Signage & Markings
Building Services
Crime & Disorder Scrutiny
Regional and Local Key Developments
Leeds City Region
The Local Enterprise Partnership
Streetscene
Section 106

Scrutiny Panel Work Programme at a Glance 2012-13

Well-Being & Communities Scrutiny Panel

Cllr Viv Kendrick (Lead Members)
Cllr Derek Hardcastle
Cllr Judith Hughes
Cllr Andrew Palfreeman
Cllr Elizabeth Smaje
Cllr Amanda Stublely
Co-optees: Charlie Coates,
Jeff Peers, Laurence Walker

Work Programme Items

Care Closer to Home
The Public Health Transition
SWYPFT Estate Strategy
NHS Reviews
Health Inequalities Programme
Scrutiny Relationships with the Health
and Well-being Board and the Clinical
Commissioning Groups.
Sexual Health Services
Calderdale & Huddersfield Health & Social
Care Strategic Review
Mid Yorkshire Hospitals – CQC Inspection
Local Health Watch
Unscheduled Dental Care
Calderdale and Huddersfield NHS
Foundation Trust Quality Account
priorities consultation
Quality Accounts 2013/14
Independence without isolation –
Recommendations Follow-up

Resources Scrutiny Panel.

Cllr Donald Firth (Lead Member)
Cllr James Blanchard
Cllr Eric Firth
Cllr Steve Hall
Cllr Carole Pattison
Cllr Stewart-Turner
Co-optee: John Briggs, Philip Chaloner,
Linda Summers.

Work Programme Items

Asset Disposal Strategy
Innovation and Efficiency
Workforce Development
Customer Excellence/Customer Strategy
Dormant Trust Accounts
Officer Delegated Decisions
Mobile Libraries
Open Data Consultation
Corporate Review of Policies and Plans
Localisation of Council Tax Benefits
Discretionary Payments Framework
Localism Act – Right to Challenge

Frequently Asked Questions

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

More detailed information is available from www.kirklees.gov.uk/scrutiny

What is Scrutiny?

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

- Improve services for local people & their communities
- Ensure Cabinet is accountable to the public
- 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?

All Councillors who do not hold a Cabinet post, and voluntary co-optees, supported by Governance Officers, form a structure of a Management Committee who lead and manage the overall process; 4 thematic panels and ad hoc or task groups that carry out short term in-depth investigations.

Is Scrutiny a political activity?

Scrutiny is a key part of the political process; however it is not party political. The Scrutiny Committee and Panel structure are made up of Councillors from across all the political groups. Councillors leave their party politics at the door and look objectively at issues.

How do you choose what to scrutinise?

The Councillors and voluntary co-optees involved in Scrutiny decide which issues they want to prioritise for Scrutiny to look at. 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 can make a real difference (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 Panel also cannot investigate regulatory or 'quasi-judicial' decisions, such as planning or licensing decisions.

How can the public get involved?

- Attend public meetings of OSMC and the Panels
- Suggest a topic for scrutiny
- Give 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.

Welcome and Goodbyes

Co-optees

2012-2013 saw many of our long standing voluntary co-optees come to the end of their terms of office in scrutiny.

Liz Goldthorpe	Lisa Jones
David Pinder	Robin Schofield
Ian Steele	Nancy Tuke
Peter Walker	Karin Westeman

Their contributions have been very much appreciate and valued.

And after a successful recruitment exercise we were able to welcome some new co-optees...

William Bradshaw	Ian Brierley
John Briggs	Charlie Coates
Tim Duke	Kenneth Gledhill
Kimberley Stock	Alan Willington
Christopher Woolnough	

Good Bye Laura....

Scrutiny has also recently had to say good-bye to one of their Governance Officers, Laura Ellis.

Laura has been appointed in a new role with Huddersfield Clinical Commissioning Group and will be missed by the team and Kirklees Councillors.

We wish Laura all the best in her new role.

Welcome

Thanks

Congrats

Bye



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