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KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 16th July 2018

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

In attendance: David Hamilton, Director of Transformation

12 Minutes of Previous Meeting

The Minutes of the meeting held on 15 June 2018 were approved as a correct record.

13 Interests

No interests were declared.

14 Admission of the Public

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

15 Transformation Programme

The Scrutiny Committee received an overview of transformation within Kirklees Council during 2017/18, including the achievements and lessons learned. Mr David Hamilton, Director of Transformation, attended the meeting to give a presentation and discuss issues arising with the Management Committee. The Management Committee noted that this was an interim report as officers were in the process of reviewing all work streams and preparing an annual report to reflect the work during 2017/18 municipal year. It was agreed that the annual report would be considered at a future meeting of the Management Committee.

In introduction, the Committee noted that transformation work contributed towards the achievement of the seven shared outcomes agreed in 2016 by partners across the Kirklees District. These were:

- Children
- Healthy
- Achievement
- Safe and Cohesive
- Economic
- Clean and Green
- Independent

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The need to focus on savings had been the primary driver for transformation activities over the last 18 months through financial necessity. Moving into the next phase on a firm financial foundation, there was the option to be more creative and innovative in the Council's transformation work and working with partners to align to the Kirklees outcomes.

Mr Hamilton continued to explain the scope and approach to the Transformation Portfolio for 2017/18 which included the governance arrangements, the council wide savings context and details of the projects and financial achievements.

It was noted that an area of challenge moving forward was to more effectively engage on transformation with Councillors, partners, staff and service users. It was felt that this was an area for improvement within the councils approach.

The Committee noted that between 2011 and 2017 £129m had already been saved. In 2017/18, £55.6m had been saved and a further £29m would need to be saved by 2020. Mr Hamilton reminded the Committee of the work of Deloitte's who had supported the Council in identifying the themed areas for improvement and ensuring effective governance through the Transformation Programme.

In considering the presentation, the Scrutiny Committee was concerned that people could see individual projects but did not have a whole view of the programme and how transformation linked across the organisation. It was felt that Councillors had very limited information about ongoing work which was in the public domain. Mr Hamilton acknowledged that engagement had to be undertaken in a timely way, particularly with Councillors and the Programme Board was looking to redesign the approach. One of the proposals was to look at workshops for Councillors to give them time to talk through proposals and influence them at an early stage.

In considering the savings still to be achieved by 2020 and the ongoing transformation work, Councillors asked about how those savings would be made and what impact they would have. Mr Hamilton indicated that work was underway on a new scope to identify those changes but there were still further areas of work within Adults and Children's Services. As well as savings there was the need to consider where investment was required in some areas.

The Management Committee agreed that at a future meeting the scope, containing a new set of priorities for work over the next 2-3 years, should be considered.

The Committee emphasised the need for areas of transformation to 'link up', for example the work regarding corporate procurement linking to the developing Economy Strategy. Councillors had found that the transformation in one area of the Council could have a negative impact on what another area of the Council was trying to achieve. It was agreed that the Council needed to get smarter at identifying the interdependencies and cross cutting areas of transformation to mitigate some of the conflicts were being experienced in some areas.

In discussing the transparency of the transformation work Councillors also wanted to understand the decision making pathways and see a clear approach to engaging

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Councillors in the development of proposals. It would also be helpful to have indicative timescales on projects so that Scrutiny could get involved in a timely way.

Mr Hamilton continued to highlight the case studies within the presentation which set out transformational progress in areas such as Adult Social Care and the Children's Front Door, Duty and Advice Team. The Committee then looked at feedback from senior officers and Councillors about their experience of transformation in 2017/18. Online surveys and direct interviews had been carried out to enable people to comment on their thoughts and experience. Conclusions indicated that the transformation portfolio needed to be flexible and agile and focused on the areas of highest priority to the organisation. There needs to be ownership across the Council with service management and staff being equal partners in transformation. It was also found that the transformation team needed to clarify and enhance its offer to respond to changing demands. Governance arrangements needed to continue to be robust but agile.

The closing slide of the presentation advised that the Council's new Corporate Plan introduced the approach known as "We're Kirklees" which built on the previous "New Council" approach and emphasised working with people rather than doing to them. This also included working with partners in recognising the importance of local identity and how it differed in different places. There followed a discussion on how easy it was for the public to feedback on services as they received them. It was felt that the approach to feedback was piecemeal and that the Council should encourage comments on services as a means of continual improvement. Mr Hamilton indicated that quality assurance was an issue under consideration.

The Committee explored the challenges for those people who wanted to speak directly to resolve concerns and struggled with online provision. Residents were worried about there being an alternative option for them to be able to get in contact and discuss a concern. Feedback to Councillors indicated that people often felt frustrated and gave up rather than try to navigate to get to speak to a person. It was felt that whilst the My Kirklees Account was seen as an opt-in alternative for citizens, they were unable to access some requirements without having an account, thereby feeling forced into that direction. Mr Hamilton emphasised that the Council wanted to manage the amount of calls by reducing more routine requests through electronic options, leaving those issues requiring person to person discussion to progress.

The Committee welcomed the move towards co-creating solutions and moving outside of the Council in taking options forward. The Committee view was that it was important to engage with partners and learn from others but also to involve frontline staff, Councillors and community partners.

RESOLVED -

(1) That David Hamilton, Director of Transformation be thanked for attending the meeting and providing an overview of transformation activity in 2017/18, including achievements and learning.

(2) That David Hamilton provide a further update report later in the Autumn, including the Annual Report for Transformation and draft strategic documents such as the engagement plan.

16 Scrutiny Work Programmes

The Scrutiny Management Committee gave consideration to the final versions of 3 of the Scrutiny Panel work programmes for the 2018/19 Municipal Year. It was noted that Economy and Neighbourhood Scrutiny Panel would be meeting shortly to finalise its proposed work programme which would be presented to the Scrutiny Committee for approval on 3 September 2018.

Councillor Gulfam Asif, Lead Member explained the areas of consideration for the Corporate Scrutiny Panel which included the Libraries Review and 2 of the Transformation Programme work streams. A suggestion had also been made to look at the Land Lettings Policy to explore why the current council policy treated community groups the same as commercial lettings. It was suggested that this conflicted with the Communities' Strategy. The Committee noted that a number of activities had been identified in respect of scrutiny of financial issues which included looking at financial planning, financial management, savings and efficiency plans and citizen participation. It was noted that the Panel had already planned finance training to support this work.

In respect of the Children's Scrutiny Panel, the Panel had already started its work with an initial look at the draft Sufficiency Policy and early proposals regarding home to school transport. Councillor Cahal Burke, Lead Member took the Committee through those issues that had been identified for the coming year. It was noted that in some areas the specific focus of the Scrutiny Panel was to be formalised.

In considering the proposed work programme it was noticed that all age disability overlapped between the Adults and Childrens Scrutiny Panel and it was agreed that the Lead Members should ensure that duplication was avoided and discuss how to approach the issue.

The Committee continued to look the Health and Adult Social Care Scrutiny Panel work programme for 2018/19. It was noted that there had been a very small number of additions to the draft that was considered at the previous meeting, including a suggestion that a meeting be dedicated to mental health discussions.

RESOLVED -

(1) That the work programmes for the following Scrutiny Panels be approved:

Childrens
Health and Adult Social Care
Corporate

(2) That following the first meeting of the Economy and Neighbourhoods Scrutiny Panel, the draft work programme be considered at the next meeting of the Committee.

17 Forward Agenda Plan / Date of next meeting Committee meeting dates 2018/19

The Management Committee considered the forward agenda plan for the Management Committee which included a workshop on the Cohesion and Integration Strategy, an update on the Play Strategy, crime and disorder and flood

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risk management discussions. There would also be Lead Member update reports throughout the year.

It was noted that the next meeting of the Management Committee would be held on 3 September 2018. It would begin with an informal workshop at 9.30am followed by the public meeting at 11.00am.

RESOLVED -

(1) That the proposed agenda plan for the Scrutiny Committee be approved.

(2) That the next meeting of the Committee be held on 3 September 2018 commencing at 9.30am.

(3) That the Governance Manager investigate the option to set up an additional meeting on 1 October 2018 and confirm arrangements with Committee Members as soon as practicable.