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## **KIRKLEES COUNCIL**

### **OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

**Monday 13th February 2017**

Present: Councillor Julie Stewart-Turner (Chair)  
Councillor Cahal Burke  
Councillor Gulfam Asif

In attendance: Councillor Graham Turner, Cabinet Member for Resources  
Martin Dearnley, Head of Audit & Risk  
John Heneghan, Head of Policy  
Councillor Erin Hill, Cabinet Member for Family Support & Child Protection  
Bron Sanders, Chair of the Kirklees Safeguarding Children's Board  
Sharon Hewitt, Interim Business Manager  
Alaina McGlade, Governance and Democratic Engagement Officer

#### **73 Membership of Committee**

There were no apologies for absence received.

#### **74 Minutes of Previous Meeting**

**RESOLVED** - That the Minutes of the meeting held on 23 January 2017 be approved as a correct record.

#### **75 Interests**

There were no interests declared.

#### **76 Admission of the Public**

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

## 77 Performance Management

Martin Dearnley, Head of Audit and Risk and Councillor Graham Turner, Cabinet Member for Resources attended the Committee meeting to present an update on the progress that had been made towards developing improved performance reporting within the Council.

The Committee received a copy of the report that had been considered at the October meeting of Management Committee, along with the minutes of this meeting, a list of indicators currently monitored by the Performance Team and a list of the areas being monitored on a quarterly basis.

Mr Dearnley advised the Committee that at the last update, it had been noted that the Council's performance reporting arrangements did not reach the needs of the Council moving forward. He advised that reporting on a set of business critical performance indicators had commenced and that this was working well. He advised that the reports had not yet been shared with Cabinet and that this would further improve the process.

Mr Dearnley continued to explain that there were still 7 core objectives for the authority to measure against but that these were required to be amended to change them into longer term commissioning outcomes. He explained that service planning would feed into this process but that this could not start until the budgets had been set.

Mr Dearnley also explained that acquiring the correct reactivity levels in relation to risk management was an important improvement required to be made. He explained that some risks are unavoidable but that there are a number of risks where the authority should at least have a record of having been aware of their potential impact.

In discussing the proposals, the Management Committee recognised that there were a number of competing demands for service directors' time and also acknowledged that they were currently in a transitional period. It was highlighted by the Committee however that it was important for the improvements required to be undertaken in a timely fashion. Reference was made to the need to learn from the issues highlighted in the Improvement Plan in Children's Services and Mr Dearnley advised that this was an area being considered by the new Chief Executive.

Cllr Turner advised that, following approval of the budget for 2017/18, an implementation group was being developed to maintain an overview of spending. He also explained that there would be two parts to the improvements and explained that the first tasks would be:

- to undertake service planning linked to the objectives
- test the plans against milestones identified
  - o if there aren't any milestones specified, identify what these should be
- Compare the performance to the objectives and identify anomalies

He then explained that the second part of the improvement process would be to identify any partner contributions that are required. The Committee questioned whether a timeline for the actions was available but was advised that timings had not currently been identified.

**RESOLVED -**

(1) That Martin Dearnley and Councillor Graham Turner be thanked for attending the meeting to update on the proposed revised approach to improving performance reporting within the Council.

(2) That the Management Committee request relevant officers to produce timescales against the work required taking place to develop long term commissioning outcomes.

(3) That a further progress report be presented to the Management Committee in the new municipal year to enable scrutiny to contribute to the process, prior to its implementation.

**78 Business Intelligence**

John Heneghan, Head of Policy provided the Committee with a presentation on the ways in which the council is improving its business intelligence.

John highlighted that the New Council had highlighted four objectives that would assist to instil and support the right skills and processes to ensure that intelligence drives strategy, decision making, commissioning and service delivery, and is used proactively to improve outcomes for local communities;

- A Council which connects ideas, people and resources across boundaries of all kinds, supporting communities to harness and build on their strengths;
- A Council focussed on creating trust and connections between institutions, businesses and citizens in Kirklees;
- A Council which will be responsible for a consistent level of basic services, but will strive to maximise the impact of all services by collaborating with others; and
- A Council which safeguards vulnerable citizens, but wherever possible, seeks to develop a springboard, not simply a safety net, focussed on helping people to control their own lives and to stay safe and well.

John outlined that the council had developed a New Council Target Operating Model based on 5 P's – People, Platform, Policy, Products and Processes. Cllr Julie Stewart-Turner questioned how useful data was if there was an overload of data provided. John advised that data alone is not useful and advised that analysis of data is required to develop intelligence. He also advised that data needs to be considered on three different levels:

- Strategic
- Tactical
- Operational

John outlined Kirklees' Outcomes and explained that by using an Outcomes Based Accountability (OBA) framework helps to identify and understand the population outcomes, headline indicators, story behind the baseline and the data development agenda. He explained that this process would help the Council to be confident in its actions and enable the required outcomes to be achieved.

John explained that the Council had dedicated a lot of time into developing intelligence led culture and provided an overview of the hub and spoke model. He advised that the current Corporate Research and Intelligence team will combine with the Health Policy Unit to become the Intelligence Hub for the Council. This team will be responsible for data flow to ensure duplicate data is not being considered and will use the data to inform strategies and change processes.

John explained that the Council undertook a maturity assessment during September-October 2016 and that 2 major work streams were identified - BI Maturity Diagnostic and Information Architecture Model. He explained that from this, the Council gained a better understanding of their current capability and future ambition. He also advised that they had a richer understanding about how data is currently processed, stored and utilised, enabling them to create specific recommendations and actions required to be taken to become an intelligence-led Council. He explained that in relation to the maturity scale, the Council was currently at a level 2 but the aim was to be at a level 4 by the end of the project.

The Committee questioned John on the expected timescales for the project and was advised that it was anticipated that the project would be complete within the next 8-10 months.

**RESOLVED -**

(1) That John Heneghan and Councillor Graham Turner be thanked for attending the meeting to update on the development of business intelligence systems within the Council.

(2) That a further progress report be presented to the Management Committee in November 2017.

**79 Safeguarding Children's Annual Report**

Bron Sanders, Chair of the Kirklees Safeguarding Children's Board (KSCB) and Sharon Hewitt, Business Manager attended the meeting to present highlights from the Children's Safeguarding Board Annual Report. It was noted that the report covered the period April 2015 to April 2016.

Bron explained that the role of the Board was to drive improvement and to hold partners to account for safeguarding arrangements in Kirklees. She advised that it is a partnership board with approximately 30 members and advised that it meets 4 times a year, whilst performing other work through sub groups of the Board.

## Overview and Scrutiny Management Committee - 13 February 2017

The Committee was advised that the Annual Report document is the first place OFSTED inspect when looking at the work of the Board and that with the breadth of responsibilities that the Board are responsible for having increased, the size of the Annual Report document had increased dramatically.

Bron advised that the Annual Report was broken down into 5 sections:

- Context of Kirklees
- Governance arrangements
- Priorities
- Performance Data
- Training

As a result of the recent OFSTED inspection, a number of recommendations were made relating to the Board and therefore publication of the annual report was postponed in order to address a number of these areas.

The Committee was advised that OFSTED were critical of the performance data considered by the Board and also did not feel the Board progressed with internal audits at a fast enough pace. Bron explained that improvements had been made in relation to both of these areas through improved communication of priorities with partners and improved oversight of vulnerable children.

Bron also advised that the voice of the child was another area that the Board were looking to improve. She outlined two projects that were currently ongoing to assist in this area;

- Children's reference group
- Vulnerable children's champion

Management Committee questioned how the Board communicated information from the Safeguarding Board and its Sub-Groups. Bron indicated that a newsletter was produced during the year and the website outlined all the areas of work that the Board had prioritised. The Committee advised that it would be useful to share the newsletters with Members at Full Council meetings as Members would not have the time to sift through a 117 page document and the summary of key information may assist them in their roles as Corporate Parents.

There was a discussion regarding placements of Looked After Children (LAC) outside of the authority and the Committee questioned whether this was an area that the KSCB could assist with. Sharon explained that there is a West Yorkshire regional meeting that is considering the issue but advised that it is challenging to support partners to work across different authorities.

The Committee moved on to consider the current position regarding the Children and Adults Mental Health Service (CAMHS) and Bron Sanders indicated that the Board had instigated an independent review of the CAMHS service. The results of the review had been considered by the Board at their December meeting and a sub-group had been established to work through the recommendations. The Committee explained that they had also established an Ad-Hoc Task Group looking into the

CAMHS service last year and questioned whether Cllr Burke, Chair of the CAMHS Ad-Hoc Panel could be invited along to the meetings of the KSCB Sub-Group to share the views of scrutiny. Bron advised that she would provide details of the meetings for Cllr Burke.

The Committee also questioned whether a governance review of Children's Services would help to improve the governance and accountability landscape. Bron advised that although work has taken place to look at all of the structures currently in place, no decisions had yet been made. She advised that a report had been written for Government regarding how safeguarding boards will work in the future and that local structures could not change until the legal framework is agreed and implemented.

Bron also advised that partner agencies played a key part in successful safeguarding arrangements and that a huge amount of training was delivered to partners to equip them to assist in this area. The Committee questioned whether enhanced training could be provided to Elected Members and Bron advised that she would welcome feedback from the Committee on the current e-learning packages available.

**RESOLVED –**

(1) That Bron Sanders and Sharon Hewitt be thanked for attending the meeting to provide an outline of the Kirklees Safeguarding Children Board's Annual Report.

(2) That the Annual Report on the work of the Children's Safeguarding Board be received and noted.

(3) That the Kirklees Safeguarding Children Board's newsletters be circulated at meetings of Full Council.

(4) That Councillor Burke, Scrutiny Portfolio Lead for Children and Young People and Chair of the Scrutiny Ad-Hoc Panel – Review of CAMHS be invited to attend the informal board established to work through the recommendations identified within the independent review of the CAMHS service.

(5) That the Management Committee be provided with a list of current e-learning packages available for Elected Members in order to identify topics where 1-2-1 training packages may be of more use.

**80 Previous Scrutiny Recommendations**

The Management Committee considered a report that set out recommendations that had been made to Cabinet, or partners, during the 2016/2017 municipal year.

The Management Committee noted that 2 Ad Hoc Scrutiny Panels were due to report shortly, namely the Ad-Hoc Panel on Adult Mental Health Assessment and the Ad-Hoc Panel on Bereavement Support within Schools and that the majority of recommendations within the report were recommendations from the Ad-Hoc Panel – Children's Services which was ongoing.

## Overview and Scrutiny Management Committee - 13 February 2017

The Committee noted the status against each of the recommendations and identified that the status of the recommendation relating to Brexit required amending to ongoing, with feedback on this area being scheduled to be delivered at a meeting of the Committee in the new municipal year.

It was noted that the PSHE curriculum item was due for follow up in the new municipal year. Evidence was provided against each of the other recommendations to evidence how the recommendation had been met and these were all signed off as complete.

The Management Committee then considered the second report that set out recommendations that had been made to Cabinet, or partners, during the previous years.

The Management Committee noted that the majority of recommendations within the report were the result of Task Group reports that had been considered in previous years and that these recommendations were either scheduled for follow up or complete.

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In relation to the Jobs, Opportunities and Money, the Committee identified that feedback should be sought as to whether any of the recommendations were still applicable to current service provision.

### **RESOLVED –**

(1) That the Committee noted progress against recommendations made during 2016/17 and noted that most recommendations were complete.

(2) That an update on the research undertaken in relation to Brexit and EU funding implications for the council be scheduled for an update in the new municipal year.

(3) That the position regarding the implementation of previous recommendations be noted.

(4) That feedback be sought in relation to the recommendations regarding Jobs, Opportunities and Money to advise whether any of the recommendations were still applicable to current service provision.

## **81 Future Focus of Ad-Hoc Scrutiny Panel - Children's Services**

The committee considered a request to continue the work of Ad-Hoc Scrutiny Panel – Children's Services to enable the Panel to monitor the implementation of the improvement plan.

**RESOLVED** - That the work of the Ad-Hoc Scrutiny Panel – Children’s Services be continued, to enable the Panel to monitor the implementation of the improvement plan.

**82 Date of Next Meeting and Forward Agenda Plan**

The Management Committee considered arrangements for its next meeting to be held on Monday 6<sup>th</sup> March 2017 at 9.30am. The Management Committee noted that the agenda for that meeting had altered slightly and updates would now be received on the below areas:

- CSE/ Corporate Parenting/ Safeguarding of Children
- Crime & Disorder – Statutory Update
- Community Cohesion (moved forward from 27<sup>th</sup> March)
- Economic Resilience (Informal)

The Management Committee noted that the first meeting of the bus gates review would be held on 27<sup>th</sup> March 2017 and confirmed that a second meeting would be held on 10<sup>th</sup> April 2017 at 9.30am.

**RESOLVED -**

(1) That the forward agenda plan for meetings to the end of the municipal year be noted

(2) That the dates contained within the work programme for 2017/18 be included within the meeting schedule to be approved at Annual Council.