

Kirklees Council

Annual Governance Statement
2018/19

Action Plan Progress – Quarter 2

Significant Governance Issue	Action	Director Owner / Lead	(Revised) Target Completion
	proposals into the February 2020 report, ultimately.		
Manage delivery of the Council's Transformation Activities.	<p>Focus on providing support and challenge, and monitoring delivery of the following areas of priority:</p> <ol style="list-style-type: none"> 1. Organisation Design - determine the future shape of the organisation. 2. Development of place-based working with communities and delivering services that recognise the diversity of the different places across Kirklees and their needs, facilitated by an adjustment of resources during the year. <p><u>Update:</u></p> <ul style="list-style-type: none"> • Annual Council in May considered and agreed a report of the Chief Executive which introduced the development of Place Partnerships in the context of Place Based Working. • This new initiative will be piloted and is predicated on looking at how to address strategic issues on a geography wider than the Ward. This year the issues are mental health and domestic abuse and money has been set aside in the budget accordingly. • Seven Place Partnerships have been established based on demographics and Place Partnership Lead Councillors have been nominated for each one. Each Lead Councillor will have a dedicated officer to support them. The Leads have agreed a 	Strategic Director Corporate Strategy, Commissioning & Public Health	March 2020 December 2019

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	<p>9 stage framework in terms of how they will progress their work. They are in the process of planning their next steps which will involve engagement with elected councillors, relevant services, key stakeholders and the community to understand what already exists, what the gaps are and thereafter determine the commission.</p> <p>3. Strengthening enabling services to work more effectively to support and challenge delivery with two pilots implemented by the end of the year.</p> <p>4. High Needs, Placements & Waste - existing areas of work within Services, where Executive Team has identified that a broader approach may be beneficial, although timescales will vary</p> <p>5. Adult Social Care, Children’s Improvement which the relevant Service Directors own – to complete the transformation process as change is embedded into working practice.</p> <p><u>Update:</u></p> <p>Ongoing</p>	<p>Service Director Strategy & Innovation</p>	<p>March 2020</p>
<p>Strengthen Partnership Governance</p>	<p>Embed the revised executive arrangement of themed meetings throughout the year that draw the partner together on a topic basis.</p> <p><u>Update:</u></p> <p>Ongoing</p>	<p>Service Director Strategy & Innovation</p>	<p>December 2019</p>

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	<p>reporting of emerging risk issues to Executive Team, and executive councillors, though this is still not fully integrated with risk reporting process.</p> <ul style="list-style-type: none"> The next stage is to try to achieve consistency of directorate risk information, and secure timely review and updating. 		<p>- now March 2020</p>
<p>Continue to implement & embed the refreshed Children's Services 3 year Improvement</p>	<p>Implementing and embedding actions in the 3 year Improvement Plan cover various time horizons. In the coming year the focus will be to complete the year 2 strengthening phase of designing and developing a stronger strategic approach and to continue work towards embedding as planned by July 2020 as follows:</p> <ul style="list-style-type: none"> To audit the evidential base for reported actions and progress to date to provide assurance of its robustness prior to the next Ofsted inspection. To ensure that consistency and quality improves in relation to a timely initial response to cases where children need a social work assessment, and in relation to ensuring that children's records are comprehensive and up to date. To complete a comprehensive core skills programme of training for social workers and managers in order to support good-quality improvements across the workforce. <p><u>Update:</u></p> <ul style="list-style-type: none"> The evidential base was audited in June and found to be robust. 	<p>Service Director Family Support & Child Protection</p>	<p>June 2019</p> <p>March 2020</p> <p>March 2020</p>

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	<ul style="list-style-type: none"> • The Ofsted inspection in July concluded with an improved <i>Requires Improvement to be Good</i> rating, which acknowledged the work done to date in addressing the concerns raised at the previous inspection, specifically clear and focused leadership; a strengthening of partnerships; and improved workforce stability. No widespread or serious failures were found, children who need help and protection are now recognised and the risk of significant harm is being responded to quickly. However, the inspection acknowledged the amount of measures still to implement and embed fully in accordance with the third year of the Improvement Plan. 		
Meeting the challenge of delivering the Council's Medium Term Financial Plan within available resources.	<p>Achieve planned savings of £10.9m General Fund and £2.4m HRA in 2019/20.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> • On track to deliver just under 70% against planned savings against General Fund activity but other offsets elsewhere provide confidence that by year end a break even position will be achieved. HRA is on track to deliver planned savings and overall come within budget. <p>Continuous improvement in the quality and timeliness of financial monitoring information presented at operational management and corporate member levels across the organisation.</p>	Service Director Finance	<p>April 2020</p> <p>Quarterly through 2019/20</p>

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	<p>Ongoing development of more sophisticated modelling and impact analysis across a range of complex demand management activity.</p> <p>Review and strengthening of overall Council capital project management and governance oversight, monitoring and review to ensure it remains fit for purpose in light of the significant scaling up of Council capital investment and other major projects over the medium term, from current.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> • Target completion has slipped but we have a strengthened governance process now implemented for capital and major projects and asset strategy as well, with ET effectively the PMO executive. The issue now is effectively embedding this strengthened process. • Corporate Scrutiny Panel have on their forward programme for 2019/20 a progress report on capital [plan delivery and capacity] which will be coming later in the year. 		<p>As above</p> <p>July 2019 – revised December 2019</p>
<p>Improve Information Governance to manage GDPR compliance and Cyber Security.</p>	<p>Corporate Data Protection Act 2018 including GDPR compliance and working to embed across the organisation.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> • A second self-assessment of progress by Service Directors to measure their work towards compliance against the 10 	<p>Service Director Legal, Governance & Commissioning</p>	<p>Throughout 2019/20</p>

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	<p>GDPR deliverables has taken place and the results analysed. As GDPR had been in place for almost 12 months, Services were expected to be performing at an <i>Implementing or Established Way of Working</i> level. Whilst there was still a mixture of response levels, these were more focussed on the expected levels.</p> <ul style="list-style-type: none"> • The Information Asset Owners (Service Directors) received the detailed scores and comments. The IG team are continuing to support their process development and progress compliance into the desired level. • ET has requested six monthly self-assessments continue for now, and the Information Governance Board has agreed the next one be scheduled for December 2019 and then June 2020; thereafter an annual review will be undertaken. • IG Team will continue to support Service Directors with specific development needs. <p>Ongoing technical work and IT staff training to maintain a robust network as per the Cyber Security Strategy.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> • Cyber Awareness Training: working with an external supplier on the implementation of Local Government cyber awareness e-learning videos for all Council colleagues to access. • Cyber Exercise: Working with Emergency Planning 	<p>Service Director Strategy & Innovation</p>	<p>Throughout 2019/20</p>

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	Ongoing		
Ensure Procurement Rule Awareness and Compliance	<p>Complete work on increasing the transparency and visibility of the Council's contracts.</p> <p>Implementation the new procurement model which highlights compliance and value for money challenges within the categories of spend.</p> <p><u>Update:</u></p> <p>Work continues on increasing transparency and visibility of Council contracts through embedding a new approach to procurement. A number of training sessions have been undertaken over this financial year to raise awareness of the Contract Procedure Rules. In particular there has been some focussed introduction to procurement training sessions for all Children's Services Managers.</p>	Service Director Legal, Governance & Commissioning	March 2020
Improve manager capacity and skill base.	<p>Complete implementation of the People Strategy and embed across the manager base.</p> <p><u>Update:</u></p> <p>Ongoing</p>	Strategic Director Corporate Strategy, Commissioning & Public Health	March 2020

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Improve Income Collection.	<p>Revise Financial Procedure Rules to clarify responsibilities and strengthen overall control.</p> <p>Pursue all debt wherever possible, or cancel or write-off if not, in accordance with existing procedures.</p> <p>Target key areas for improved income collection procedures with regard to commercial activity, implement and monitor effectiveness.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> • All milestones achieved. • The issue now is to monitor effectiveness over time which is being overseen by a monthly Project Board chaired by the Service Director. • Trade waste activity is currently being reviewed to enhance a more commercial approach. 	Service Director Finance	<p>May 2019</p> <p>Quarterly through 2019/20</p> <p>October 2019</p>
Some key Medium Term Risks require Decisions in the Short Term, such as Waste Strategy & Management	<p>Continue to monitor medium term risks and ensure an effective combination of pace and thorough consideration of those with significant long term impact, of which the Waste Strategy, and the renewal on waste disposal arrangements (2023-2028) is one of the most significant given the potential cost implications.</p> <p><u>Update:</u></p> <p>Ongoing</p>	Service Director Environment	Throughout 2019/20

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Compliance with new Local Government Ethical Standards.	<p>Propose changes to some practice and some amendments to strengthen the Code of Conduct to CGAC and Annual Council and ensure compliance. If adopted, further work to keep this under review and monitor compliance.</p> <p><u>Update:</u></p> <p>The revised Code was adopted at Annual Council in May.</p> <p>Further steps that could be taken to implement some of the other proposals from the Committee on Standards in Public life were considered at Standards Committee in September and it was agreed to start a review of Code of Conduct and Standards process and there will be a meeting of Standards Committee in November to agree what that will look like and who we will consult.</p> <p>Respond to any changes in legislation as they occur.</p>	Service Director Legal, Governance & Commissioning	<p>October 2019 – revised - report back to Standards Committee in March 2020 and then implement any changes through CGAC and Annual Council</p> <p>As necessary</p>
Governance arrangements need developing to identify and manage issues arising from historically different service	<p>Develop a corporate approach that satisfies initial management of such issues as they emerge through the corporate risk management process via the Risk Panel and are flagged up to ET and enables organisational reflection and learning.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> Where issues such as historically poor safeguarding, health 	Service Director Legal, Governance & Commissioning / Executive Team	Throughout 2019/20

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delivery. To learn from the lessons arising and make sure the issues are addressed.	and safety or HR practices are identified, checking will be undertaken to ensure that the same practices are not still in operation.		
Corporate health and safety assurance needs developing.	Implement agreed recommendations from the 2018/19 Internal Audit Report, specifically to resource a return to the delivery of corporate Management System audits at the stated risk based frequency to provide assurance of key control adequacy and effectiveness, and report to ET and Members accordingly. <u>Update:</u> <ul style="list-style-type: none"> • Management System audit frequencies have been reinstated as at least every five years for all Services and now include a standardised opinion of arrangements • Additional corporate monitoring staff have been appointed • Ten H&S audits are scheduled for 2019-20 and the first four are on target to be complete by 31 October. 	Strategic Director Corporate Strategy, Commissioning & Public Health	July 2019
Various recent cases suggest School Governance	Look to understand what is causing a (historically) large number of complaints about governance and management in schools, and look to identify potential solutions.	Service Director Learning & Early Support	Throughout 2019/20

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Arrangements need review and possible revision.	<p><u>Update:</u></p> <p>Ongoing</p>		
Key Financial Systems Security and User Access Controls need strengthening.	<p>IT and HD One staff to address the key outstanding SAP & Northgate access and usage control issues identified by external audit.</p> <p><u>Update:</u></p> <ul style="list-style-type: none"> • Of the 4 key recommendations relating to SAP set out by Grant Thornton, recommendations 1-3 have now been actioned. Recommendation 4 concerning routine continuous user monitoring is currently outstanding, as it requires increased corporate capacity to effectively manage going forward, and is something senior management are committed to supporting. • The remaining GT recommendations 5-7 related specifically to Northgate (revenues and benefits system) and one of these remains a WIP. • External audit to revisit in December 2019. 	Service Director Finance	July 2019 – revised December 2019