

Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 5th November 2018

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

In attendance: David Bundy - Corporate Policy Officer
Kate McNicholas - Head of Strategy and Service Policy Manager
Saf Bhuta - Head of Safeguarding and Policy
Mike Henry - Head of Intelligence and Performance
Wendy Blakeley - Head of Public Protection
Russell Williams – Group Leader Licensing and Public Protection
Samantha Lawton - Operations Manager

33 Minutes of Previous Meeting

The minutes of the meeting held on 1 October were considered.

RESOLVED - The minutes of the meeting held on 1 October 2018 were agreed as a correct record.

34 Interests

No interests were declared.

35 Admission of the Public

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

36 Inclusion and Diversity Update

Following an earlier discussion on the issue, the committee received an update report on the progress of inclusion and diversity work presented by David Bundy, Corporate Policy Officer. The report set out the progress in year one of the Councils Inclusion and Diversity Strategy and action plan 2017- 21 and outlined the priorities and activities for the 2018/19 municipal year.

The appended Annual Report highlighted the progress over the last 12 months and identified areas for improvement either as part of the year two action plan or to be picked as complementary programmes of work. The year two plan had been developed in an outcome based, intelligent-led manner. Priority areas identified included high impact work with vulnerable communities, high profile partnership activities such as the diversity awards event. Other priority areas included;

- An increase in the number of supported internships for students with a learning disability

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- Specific focus on jobs at grade 13 or above where the workforce profile data indicated a efficiency in representation of BME, disability and younger people.
- Introduction of a comprehensive diversity training programme for employees and Councillors with a particular focus on managing unconscious bias.
- Expansion of the Council's commissioned migration welcome mentor programme.

In considering the report the committee welcomed the proposed supported internships for people with learning disabilities and asked whether institutions other than those identified in the report, including schools, would be able to be involved at an early stage. Mr Bundy indicated that there was an initial programme and depending on the outcome, opportunities would be rolled out to other institutions in a staged approach. Councillor Walker indicated that it was important to build a longer term relationship with young people that should be developed over a period of time. In querying the sustainability of the proposals, Mr Bundy confirmed that the proposals would form part of budget discussions.

The committee continued to discuss the training for employees and whether each manager should be taking responsibility. Mr Bundy agreed that in previous years benchmarks had not been set and there was a lack of priority around expectations. A manager tool kit is being developed as part of an initial programme to help establish the baseline and set out future expectations. Cllr Asif suggested that as part of further updates the committee should maintain an overview of the progress in developing training and toolkit support.

The committee noted that the Council had become a full member of Inclusive Employers which was the UK's first membership organisation for employers looking to build inclusive workplaces and practices. The committee was keen to understand if there was benchmarking information available from the Inclusive Employers organisation that would help the Council to effectively measure its progress. Mr Bundy indicated that officers would be meeting the regional representative of the Inclusive Employers organisation to explore the benefits and external support that would be available to support the Council. The Council would be working with the organisation to achieve the new Inclusive Standard. The committee was supportive of the Council working towards the achievement of these standards.

The committee welcomed the level of detail provided within the report and asked how the reporting of hate crime incidents was being monitored. Mr Bundy explained that since the issue of enhanced guidance only 3 incidents have been reported. More information was now available on the internet to help support people who wanted to report such crime.

In considering the diversity and equality information by population, the committee noted the limited number of religious groups referenced and suggested that it was worth considering more of the larger religious groups for future reporting.

The committee continued to discuss how the Council was working with partners such as Kirklees Neighbourhood Housing and Kirklees Active Leisure to ensure a joint approach. Mr Bundy indicated that there was broader work to consider partnership approaches. The year two action plan included working with the

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voluntary sector to look at how volunteering might become more inclusive. The Diversity Awards Conference would be partnership based and the Council was looking to work with the Police and the University in building a partnership approach.

The committee welcomed the positive contributions made by some of the employee networks in particular the Young Employee Network and the Black and Minority Ethnic Network. The committee supported the input of additional resources to enhance the contribution of the remaining networks to bring them up to a comparable level.

RESOLVED -

- (1) That David Bundy be thanked for attending the meeting and providing an update on the progress of inclusion and diversity work, including the proposed year 2 action plan.
- (2) That the committee welcomed the work to strengthen the Employee Networks and the positive contribution of some networks. The Committee recommended the targeting of resources to strengthen other employee networks to bring them a comparable level.

37 Domestic Abuse Strategy

The Management Committee considered a further report on the proposals for the development of a revised Kirklees Domestic Abuse Strategy (KDAS). Saf Bhuta, Head of Service for Safeguarding and Quality attending the meeting to discuss the proposed approach with the committee.

The committee noted that the current Domestic Abuse Strategy was being reviewed by the Domestic Abuse Strategic Partnership, using the principles of outcome based accountability to support a refreshed strategy from 2018/19 onward. It was noted that the new strategy would run for a period of 3 years in order to give a proportionate amount of time to implement improvements and to consider future commissioning arrangements.

It was proposed that the current vision remained relevant and would be taken forward as follows;

“In Kirklees, no one has to live in fear of domestic abuse and victims and their families are able to access high quality and timely support delivered by well-trained supportive staff and volunteers. Where there are early indicators of abuse, early intervention and targeted services will aim to reduce the impact on individuals and families.”

It was intended that the visions would be underpinned by 3 main strategic outcomes;

- Victims are safer
- Children are safer
- Perpetrators are supported to address their behaviour

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Each strategic outcome would have an agreed set of measures which would be supported by service specific performance measures.

A supporting action plan would be owned by the Domestic Abuse Strategic Partnership and would focus on the following 5 priorities;

- Partnership working
- Preventing violence and abuse
- Provision of services
- Victim/ survivor support
- Pursuing perpetrators to reduce offending

The report continued to explain the use of data and intelligence as part of delivering a new strategy and also further detail of the consultation with partners on strategy content. It was noted that the final draft of the strategy would be shared with the Domestic Abuse Strategic Partnership in December 2018 with a view to final sign off from the Communities Board by the end of March 2019.

The committee noted that a version of the action plan had been circulated prior to the meeting. The committee discussed the need to ensure an external focus to the strategy and agreed to receive an update on the contingency arrangements for short term funding which was due to come to an end.

The committee was concerned about the limited awareness of contact points for support and as part of the focus of early intervention and prevention work it was important that the Council's website information was up to date, easily accessible and easy to navigate.

Councillor Walker welcomed the work that had been carried out with schools and the strengthening of links with head teachers to support children who had witnessed or been a victim of domestic abuse at the earliest opportunity. It was also suggested that a guide for Councillors would be helpful to improve awareness and understanding.

Councillor Stewart-Turner reported that she was meeting with the Police and Crime Panel shortly and would be following up on the previous concerns raised regarding work with perpetrators.

RESOLVED -

- (1) The committee thanked Saf Bhuta for attending the meeting and providing the opportunity for the committee to inform the refresh of the Domestic Abuse Strategy.
- (2) That given the need for domestic abuse victims to be able to quickly identify where to go for support, the committee recommended that the information on domestic abuse on the Council's website should be updated and enhanced.

38 Introduction to the revised approach to Corporate Performance Management

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The Management Committee considered a report providing an overview of the council's revised corporate performance management framework. The committee noted that the new framework was being implemented throughout 2018/19 and aimed to improve on the existing performance arrangements by;

- Introducing an outcome focus approach to performance;
- Producing a greater emphasis on understanding impact
- Taking an analytical approach to performance
- Measuring what counts rather than what we have always measured.

The committee noted that a review of the council's corporate performance arrangements had taken place earlier in 2018 and found that the existing performance arrangements were driven by the content of service plans and were action and indicator orientated. The arrangements led to a silo approach and less comprehensive understanding about system issues and interdependencies. They focused largely on process, activity and outputs rather than on quality and outcomes. The new framework aimed to provide members with a quarterly overview with impact; improvement and risk against each of the 7 Kirklees outcomes which was set out in the new corporate plans.

Each outcome was intended to be more forward looking rather than retrospective. It would use both hard and soft intelligence to look across all 7 outcomes. There would be a strategic outcome lead for each of the 7 areas. They would be supported by an intelligence and performance lead who would carry out strategic analysis and work to improve the relevance and representativeness of corporate performance content.

It was intended that consideration be given to the story behind the outcome and direct the reader only to the elements of performance that are currently critical. The target based approach will be replaced by a new framework with a set of analytical tests. The intelligence and performance leads would apply the tests in an unbiased, impartial way to provide assurance to the organisation.

In considering the report the management committee welcomed the move away from the previous indicator driven recording and asked how internal officers would be able to provide unbiased challenge. Mike Henry, Head of Intelligence and Performance advised that the staff were no longer based within separate services and instead formed part of a corporate hub that was not linked to the service provision. They would be able to challenge narrative based on evidence and fact. It was agreed that further consideration needed to be given to the role of Scrutiny and how Councillors could be supported to carry out some of the challenge.

Members of the committee explained previous difficulties and being able to access timely information to inform Scrutiny work. Mr Henry advised that the intelligence and performance team could provide additional support in identifying information relevant to scrutiny work.

RESOLVED -

- (1) That the revised approach to performance management be welcomed.

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- (2) The committee recognised the need to ensure a consistent approach and supported the rollout of the revised system to all areas of the council.
- (3) That prior to consideration of Quarter 2 performance information at the committee meeting in January 2019, all Panel Lead Members be briefed on performance in their portfolio area.

39 **Consultation on Kirklees Hackney Carriage and Private Hire Licensing Policy**

The Management Committee considered a report on proposed revisions to the Kirklees Hackney Carriage and Private Hire Policy. It was noted that the policies had been developed in partnership with West Yorkshire Combined Authority and had been approved for consultation. The council had developed an overarching policy encompassing all different aspects of taxi and private hire licensing to reflect good practice. The policy includes a conviction policy and driver training policy.

Wendy Blakeley, Head of Public Protection, explained to the committee that the policy draws together all aspects of taxi and private hire licensing setting out the required standards, expectations, conditions, processes and relevant policies. The purpose and vision of the changes was to ensure a raising of standards and skill amongst taxi drivers in order to protect the public and ensure people across West Yorkshire are transported safely and protected from harm. In addition the vision was that people in Kirklees experienced a high quality, clean, sustainable and green environment as well as an improved customer experience. It was noted that this would enhance the workforce and ensure that as a licensing authority the council is taking its responsibilities against child sexual exploitation and safeguarding extremely seriously and putting appropriate measures in place.

The main changes within the policy related to the convictions policy, driver training and change revised testing standards for hackney carriages and private hire vehicles. In respect of the draft conviction policy, it had been developed by considering the existing policies in place across West Yorkshire and York and the Institute of Licensing Guidance. The policy gives details of the types of issues including criminal and driving convictions that form part of the fit and proper test to help councils assess the potential risk to the public.

Included within the policy was a table indicating the length of time that would normally be required to have elapsed between a conviction and an individual being granted a licence. The report continued to set out the driver training policy and the policy regarding emissions which had been influenced by the councils adoption of the West Yorkshire Low Emissions Strategy 2016-2021.

In considering the proposed revisions to the policy and wider support to license holders it was suggested that the information online needed to be updated to ensure consistent messaging. Councillor Asif asked about how the council was helping taxi drivers to protect themselves and whether the issue of CCTV in cabs had been progressed. Wendy Blakeley confirmed that as part of the training for drivers aspects of personal safety would be included. West Yorkshire was looking to bring together information regarding vehicle specifications including the use of CCTV by the end of the financial year, however they did not wish to hold up the policy work whilst progressing the other areas. Samantha Lawton, Operations Manager explained the legal challenges regarding who had responsibility for data that was

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captured by CCTV. The issue was being considered across the different authorities to develop a strategic approach rather than something ad-hoc.

There followed a discussion on the approach to driver training and proposals to review current practice. It was noted that whilst there would be a core content, each local authority may amend aspects of the training. Training would include language and skills training to ESOL 3 level. It was confirmed that the content of the test would be changed regularly to ensure that answers could not be pre-prepared.

The management committee sought assurance that the safeguarding board would have an input into the consultation process. Russell Williams, Group Leader, confirmed that the safeguarding boards would be consulted and that training would be developed to include child sexual exploitation issues, including how to report suspicions.

Whilst welcoming the proposals to encourage the use of low emission vehicles Councillor Stewart-Turner raised concerns about the age of the vehicles being used as taxis. Russell Williams explained the age limit policy and how this would be embedded as part of vehicle specification work.

The committee confirmed that the intention was for consultation to continue until December/January for a period of 8 weeks. The results would then be presented to the Licensing and Safety Committee in February 2019.

RESOLVED -

- (1) The committee thanked officers for attending to highlight the proposed changes to the Licensing Policy.
- (2) That the committee supports the proposed amendments to the licensing policy and asks that Committee members be notified of the date when the policy will be presented to Licensing Committee.

40 Forward Agenda Plan / Date of next meeting

The Management Committee noted that the next meeting of the committee would be held on Monday 7 January 2019 starting at 9.30 a.m. This would be followed at 1pm by the new year meeting with voluntary co-optees. Issues to be discussed at the meeting in January included the Transformation Programme and a further discussion on crime and disorder issues.

RESOLVED -

- (1) The Committee noted that the next meeting would be held on Monday 7 January 2019 starting at 9.30 a.m.
- (2) The Committee members noted that the co-optees new year event will start at 1.00 p.m. following the OSMC meeting on 7 January 2019.