

Contact Officer: Penny Bunker

KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 4th April 2016

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Cahal Burke
Councillor David Hall
Councillor Carole Pattison
Richard Burge (Co-optee)
Fatima Khan-Shah (Co-optee)

In attendance: Councillor Smaje, Chair of the Health and Social Care Scrutiny Panel
Richard Dunne, Principal Governance and Democratic Engagement Officer
Councillor Erin Hill, Cabinet Member for Family Support and Protection
Sue Richards, Assistant Director for Early Intervention & Prevention
Kathryn Loftus, Head of Change (EIP)
Gill Ellis, Assistant Director for Learning and Skills
Liz Singleton, Deputy Assistant Director
Penny Bunker, Governance and Democratic Engagement Manager
Alaina McGlade, Governance and Democratic Engagement Officer

96 Membership of Committee

There were no apologies for absence received.

97 Minutes of Previous Meeting

The Minutes of the meeting of the Committee held on 7 March 2016 were agreed as a correct record.

98 Interests

Fatima Khan-Shah declared an interest in relation to Item 4, Early Intervention and Prevention in Children and Young People's Services, in relation to her position as Chair of the Board of both Healthwatch Kirklees and Investors in Carers.

99 Early Intervention and Prevention in Children and Young People's Services

Sue Richards, Assistant Director for Early Intervention and Prevention (EIP) and Kathryn Loftus, Head of Change (EIP) provided the Overview and Scrutiny

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Management Committee (OSMC) with a presentation that set out progress towards the development and implementation of Early Intervention and Prevention strategies.

Sue Richards advised the Committee that EIP had initially started because of the financial situation of the Council but that as the programme had developed, it had become about maintaining independence amongst service users and their families.

Sue Richards advised that the Council had initially worked alongside ImPower, a consultancy firm, to assist in identifying what would make a difference and 3 key priorities had emerged:

Priority 1:

Reduce the demand on acute and specialist services

Priority 2:

Understand the emerging needs and trends of those people with multiple vulnerabilities in order to predict and model service design

Priority 3:

Develop Integrated Area Early Help Hubs that deliver multi agency services and interventions that lead to increased resilience and reduction in the number of 'troubled families'

The Committee was advised that EIP was not just based on the needs of the Council and that the programme had been established to develop a system wide approach. A number of recommendations were received from ImPower, with 4 being identified as critical to the success of the programme:

Area based working

The work would take place on a locality basis, with flexibility built in to avoid services being inaccessible to communities choosing to work outside of the boundaries of the locality areas.

Relationship based working e.g. keyworker

Longer term relationships would be established with service users to assist in navigating the system, without creating a dependence on a particular service.

All Age Disability Service

A requirement to consider the future needs of children as they develop into adults.

Create a central, accountable commissioning function. The function would be responsible for the budget, performance, and investment decisions, and able to gather insight and redeploy investments according to social need.

Sue Richards advised that the current approach led service users to identify how difficult things were and that the aim was to change the approach to enable users to explain what would make a difference to the situation. To enable this to happen, three key offers had been identified:

Community

The Community and Community Plus Offers are about locally based provision of information and advice and help to access community based support in order to prevent and reduce the need for people to access the social care system and services.

Targeted

The targeted offer supports children, young people and families with multiple vulnerabilities where there has been limited progress towards desired outcomes.

Complex

The Complex Offer in the new operating model will be for children, young people, adults and families, who due to their health, disability, behaviour or family environment need specialist or statutory assessment and/or intervention, such as those requiring safeguarding, being looked after, support for children and adults with complex disabilities.

The Committee was advised that 4 high level outcomes for the EIP programme had been identified and that the overall aim of these outcomes was to assist in identifying the role of the Council when assisting communities to become more resilient. Specific outcomes for children, young people and families had also been identified, to assist the Council in understanding and communicating what changes will make a difference.

Councillor Carole Pattison questioned whether there was a risk of overcomplicating the process. Sue Richards gave assurance that service users would be supported throughout the system.

The presentation moved on to explain that the delivery of early help would be through area based working and that all areas were not the same and approaches may require adapting to meet the needs of the individual areas. The area based working would be initiated through Early Help hubs that will provide 'early help' to vulnerable families and adults across Kirklees. It was explained they will also better co-ordinate public and partner services and that space will be flexible to support agile working and facilitate effective multi agency work.

Kathryn Loftus advised that each Hub will hold operational oversight, manage and coordinate the functions that deliver EIP, focusing on problems and issues through case work allocation.

A diagram was displayed that explained the refined threshold of need, illustrating at what level the Integrated Area Hubs would work. It also demonstrated the EIP offer and that targeted work would be undertaken at the top end of level 2 as those with the highest need below the statutory threshold for social care, would be able to access support from an early help hub.

Kathryn also advised that the service would be working with schools to establish schools as community hubs. She explained that work would need to take place to define the interface between the emerging models of school hubs and early help

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hubs, to avoid duplication. It was explained that the learning identified through the community hubs would influence the EIP and vice versa.

The presentation concluded with explanations regarding the next steps of the process and indicative timescales being issued:

- Member engagement & involvement – ongoing
- Defining where pockets of EIP need is through a robust Needs Analysis (end of April)
- Confirming the outcomes for CHYPS for 2017/2018 – working closely with DCS (end of April)
- Defining the roles and functions of new model for 2017/18 implementation (end of May)
- Influencing the shape of the new healthy child integrated commissioning programme (for May)
- Finalising the new safeguarding threshold (May/June)
- Working with schools as community hubs to define the interface between the emerging models and to test out commissioning (operational in Sept 16)

The Chair invited Members of the Committee to seek clarification on areas covered within the presentation.

Councillor Carole Pattison highlighted the potential confusion in using the word 'hub' and also sought clarification on the use of school as community hubs, when ward areas had been identified as being too small. Cllr Hill advised that was a lot of work to be undertaken to enable different services to work together in a successful way and that approaches had to be tested out to develop the correct way of working. The potential confusion had been identified and consideration to other names was being given.

Councillor Smaje explained that she was under the impression that a lot of what was contained within the presentation was already being undertaken. Sue Richards advised that the service had access to a large amount of data and would seek to adapt this data into relevant intelligence.

Councillor David Hall sought clarification on how local people would have the opportunity to shape the process. Sue Richards explained that when a definition of what an area looks like has been arrived at, officers would need to speak with the community.

Councillor Smaje questioned how the service proposed to integrate children and adults. Sue explained that the service did not have all the answers at the current time but that the aim was to have people coming together, across the system, working within wider roles for the best interests of the whole family. Councillor Hill added that there was a requirement to reduce the number of people who work with a single family.

Councillor Stewart-Turner questioned how families would know where to look for support. Sue explained that the whole idea of the 'local' offer was to assist with this by having an identifiable centre of advice and information. Councillor Hill added that

the offer also needed to be flexible enough for those that did not wish to seek advice in their local area.

Councillor Stewart-Turner asked a final question regarding the recommendations from ImPower and questioned why there were no recommendations to remove some services. Sue explained that they would not be considering removing any processes until they were confident the new processes were embedded and working successfully.

RESOLVED -

(1) That Councillor Erin Hill, Cabinet Portfolio Holder, Sue Richards, Assistant Director for Early Intervention and Prevention and Kathryn Loftus, Head of Change be thanked for attending the meeting.

(2) That the introductory presentation on the Early Intervention and Prevent work within the Children and Young People's Service be received and noted.

100

Learning Landscape in Kirklees

Gill Ellis, Assistant Director for Learning and Skills and Liz Singleton, Deputy Assistant Director provided the Overview and Scrutiny Management Committee (OSMC) with a presentation on the learning landscape within Kirklees.

Gill explained that there was an example of every type of school within Kirklees. She advised that there was a much higher proportion of First and Infant schools in Kirklees than anywhere else in Yorkshire and Humber (33 in Kirklees). Two large middle schools meant higher mobility figures for upper Key Stage 2 (KS2). There was also higher than average Black and Minority Ethnic (BME) and English as an Additional Language (EAL) in younger age groups.

Gill explained that the landscape was constantly changing, with younger cohorts being much larger than older ones and more likely to contain EAL and Pupil Premium. She advised that 3000 pupils leave Kirklees for schools elsewhere and 1000 come into Kirklees. She also advised that figures for conversion to Academies in Kirklees were low.

Councillor Burke asked if there was any research undertaken to find out why the children leave. Gill advised that anecdotal evidence suggested it was due to geography of the area or strong marketing of schools over the borders.

Councillor Stewart-Turner asked how the Council was involved with governance arrangements for Academies. Gill explained that the Council offer partnership services to the Academies and also encourage them to offer the Council a place on their Board.

Councillor Stewart-Turner questioned who was involved in the new Education Health Care plans (EHC) and asked for an explanation on the term 'graduated approach'. Gill advised that the principle of an EHC is that Education Officers work closely with Health Officers. She went on to explain that graduated approach related to the funding changes that had occurred as a result of the Health Act.

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Liz Singleton moved on to explain the statistics in relation to Kirklees' performance within schools in comparison to national benchmarking. She advised that Kirklees encountered a dip in statistics meeting the national average in Key Stage 2 but that this gap narrowed by the time the children reached Key Stage 4. She explained this could be a result of the extra children being received in primary schools, along with the increase in BME and EAL.

Liz went on to explain that GCSE results dipped drastically across the country over the last 2 years; this was due to a change in performance criteria, including a number of vocational qualifications being removed from the programme. She explained however, that despite the dip, Kirklees had maintained its performance above the national average.

Councillor Burke asked how the Good Level of Development figures were identified. Liz explained it was through teacher assessments on 'school readiness' and agreed to provide additional information.

Liz went on to explain some of the challenges the Council faced in the future, including the issues faced by the special schools in the area. The co-location of 2 special schools would serve to alleviate some of the issues and improve the facilities provided.

Fatima Khan-Shah explained it was known that EHC plans were difficult to put in place and questioned how schools would be supported. Gill explained that the Council aimed to be much more pro-active in this area through support being provided earlier in the process.

Fatima also advised that EAL issues were linked to integration in communities early in the child's life and advised that changes to this would require time and resources. Gill advised that School Community Hubs would serve as facilitators for this type of work and explained that schools were already using 15-20% of their budgets on this type of work.

Councillor Stewart-Turner highlighted that the presentation indicated that some schools were not meeting the required standards. Gill explained that any schools not meeting the required standards, or schools at risk of falling into this category were reviewed by the Schools in Focus Team. Support to improve the standards at the schools would be agreed and worked through by the Head Teachers and Governors.

Councillor Stewart-Turner questioned whether parents could do more to assist in this area and what support was provided to parents. Gill Ellis also explained that there was support available for parents, both locally and nationally. Liz also added that the Council constantly challenges schools on the ways in which they interact with parents.

RESOLVED -

(1) That Gill Ellis, Assistant Director Learning and Skills and Liz Singleton, Deputy Assistant Director be thanked for their informative presentation on the Learning Landscape within Kirklees.

(2) That the information regarding educational attainment and targeted action be received and noted.

101 Health and Social Care Work Programme Update

Councillor Liz Smaje, Lead Member for the Health and Social Care Scrutiny Panel attended the Committee meeting to provide an update on the work of the Health and Social Care Scrutiny Panel. To support the discussion a copy of the Health and Social Care Scrutiny Panel Work Programme had been circulated with the agenda.

Councillor Smaje took the Management Committee through the work programme and highlighted the progress made on a number of issues, including:

- * Mental Health Services – A focus on Performance – The terms of reference were agreed and the first meeting of the Ad-Hoc Panel would take place in April 2016.
- * Scrutiny of Tuberculosis in Kirklees Council – An update was scheduled to be provided to the Management Committee at their next meeting
- * An update on the Joint Health Scrutiny work including the current position regarding the Right Care, Right Time, Right Place programme in Calderdale and Kirklees Council

RESOLVED -

(1) That Councillor Liz Smaje and Richard Dunne be thanked for attending the meeting.

(2) That the update on the work of the Health and Social Care Scrutiny Panel be received and noted.

102 Monitoring of Previous Scrutiny Recommendations

The Management Committee considered a report that set out recommendations that had been made to Cabinet, or partners over the last two municipal years, prior to 2015/16.

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.

In relation to the Flood Risk Management Strategy, the Committee identified that a follow up meeting was required and that this would be scheduled into the 2016-17 work programme.

RESOLVED - That the position regarding the implementation of agreed Scrutiny recommendations be noted.

103 Date of Next Meeting and Forward Agenda Plan

The Management Committee considered arrangements for its next meeting and its forward agenda plan.

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RESOLVED -

(1) That an additional meeting of the Committee be held on Monday 11 April 2016 at 10.30am in Civic Centre 3, Huddersfield.

(2) That the next meeting of the Management Committee be held on Monday 25 April 2016 at 9.30am.

(3) That the position regarding Ad Hoc Scrutiny Panels be noted.

(4) That the outstanding issues on the Panel Work Programme be noted.