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KIRKLEES COUNCIL

OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE

Monday 24th April 2017

Present: Councillor Julie Stewart-Turner (Chair)
Councillor Cahal Burke
Councillor Ken Sims

Apologies: Councillor Gulfam Asif

In attendance:

Observers: Councillor Elizabeth Smaje, Lead Member for the Health and Social Care Scrutiny Panel
Councillor Masood Ahmed, Cabinet Member - Community Cohesion & Schools
Tom Brailsford, Joint Commissioning Manager.
Martin Green, Head of Localities Offer for Children & Families
Paul Kemp, Service Director - Economy, Regeneration and Culture
Helen Kilroy, Principal Governance and Democratic Engagement Officer
Jo-Anne Sanders, Service Director - Early Help & Learning
Fatima Khan-Shah – Scrutiny Co-optee
Helen Metcalfe, Childrens Services

104 Membership of Committee

Apologies for absence were received from Cllr Gulfam Asif.

105 Minutes of Previous Meeting

The Committee considered the minutes of the meeting held on 27 March 2017.

RESOLVED

That the minutes of the meeting held on 27 March 2017 be approved as a correct record.

106 Interests

No Interests were declared.

107 Admission of the Public

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

108 Economic Resilience

Paul Kemp, Service Director for Economy, Regeneration and Culture attended the meeting to present the second part of a presentation outlining the progress made in relation to the Economic Resilience strand of work. Mr Kemp summarised the areas included in the previous presentation which were the Kirklees Business Hub, the profile of tourism and digital infrastructure.

In respect of tourism the Management Committee suggested that the Council needed to support creative solutions to some of the topographical and infrastructure challenges in areas of high tourism. For example park and ride schemes to access accommodation locally whilst still having somewhere to park vehicles. It was suggested that a tourism page would be included on the business portal.

The Committee continued to discuss digital infrastructure and the progress in delivering the five parts of the project within the Kirklees district. It had previously been noted that superfast broadband was now available to 8,000 homes and businesses with actual take up recorded at 1750 premises. It was hoped that by the end of 2018, 24,000 homes and businesses across Kirklees would have a superfast service. It was discussed how the Council might join up with partners, for example in the digitalisation of the NHS, to deliver improvements. It was recognised that this was an area requiring improvement within Kirklees to help to encourage firms to establish themselves in the area and grow. Currently digital infrastructure was restricting investment in some areas with a better offer being available in larger cities such as Leeds.

Martin Green, Assistant Director – Learning and Skills, provided an update on the working approach with the University including the development of apprenticeship offers and the development of leadership and management training as part of the business school offer.

Mr Green explained that within Kirklees there were less people educated to HNC level than the national average and more with low level or no qualifications. The Council was working as part of an employment and skills strategy to champion high quality apprenticeships and effective partnerships to tackle sectors where skills and recruitment were an issue, for example health and social care. There followed a discussion on why graduates were not staying within the Kirklees district and how the issue might be dealt with more holistically to make Kirklees an attractive place to live and work.

Mr Green continued to update on adult and community learning which aimed to enable people to take steps back into a learning environment as part of developing confidence to progress onto further study or work. Underpinning this was the

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opportunity for people to re-skill and change career direction. Kirklees had received education and skills funding agency funding and was working with 1100 learners. As part of a sub contract the third sector and voluntary community sectors were testing some innovative approaches. It was a challenging time for providers with the requirements of Ofsted and the frequently changing funding formulas.

Mr Kemp continued to provide an update on European Union funding which included 3 EU business support projects, Adventure, Digital Business Support, and Resource Efficiency which were in their early stages of delivery. The Committee noted that the Council had been awarded the contract for the Works Better programme in a joint bid with Calderdale and Wakefield. It was expected that the programme would start in May 2017. The West Yorkshire Consortium of Colleges had been awarded the Widening Participation in Higher Level Skills and Skills Support for In Work Claimants programme. It was anticipated that further funding streams in skills and workforce development programmes would be secure for the next 2-3 years.

The Management Committee thanked Mr Kemp and Mr Green for attending the meeting and agreed that elements of the economic resilience work would be considered for inclusion in the scrutiny work programme in 2017/18.

RESOLVED

- (1) That Paul Kemp and Martin Green be thanked for attending and providing a further update on the progress of economic resilience work streams.
- (2) That the Management Committee consider elements of the economic resilience work as part of the scrutiny work programme for 2017/18.

109 Cabinet - End of Year Update

Councillor David Sheard, Leader of the Council attended the Scrutiny Management Committee to provide an update on the progress made on Cabinet priorities within the 2016/17 municipal year.

In introduction, Cllr Sheard explained that the focus of the Cabinet had largely been on financial issues and how the Council could achieve the required savings in order to balance the budget. He suggested that the Council was constantly “fire-fighting” as it sought to transform itself.

Cllr Sheard continued to speak about particular portfolio priorities including extra care housing within rural areas and how Council services join up better so that the approach in one service area did not conflict with delivering the Council’s vision in another. The example of planning policy was used.

Cllr Sheard emphasised the priority for councillors and the public to be part of transformation so that there was a move away from dependency on providing services to the Councillor as an enabler. It was also important that officer thought processes changed to include the wider remit of the council and moving away from ‘silo working’.

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Cllr Sheard identified effective communication as a priority challenge and the move to digital by default. He explained that the volumes of people looking at things on Facebook far exceeded those who looked at hard copy, for example a planning application notification. Using digital means was cheaper and more effective in many areas including recruitment where advertising could be targeted to appropriate candidates.

Cllr Sheard continued to outline some of the areas he wished to take forward in the new municipal year, including reconsidering the role of district committees with a change to more ward emphasis and support at local councillor level.

Cllr Sheard also suggested he would like to see a select committee approach to scrutiny which would see Cabinet Members being questioned on areas of responsibility and such meetings being webcast. The Management Committee supported the democracy in action approach that Cllr Sheard was advocating.

Cllr Sheard explained the current position regarding Children's Services and the recommendations that had been made to the Secretary of State concerning partnership working with Leeds City Council. A decision was still awaited.

Cllr Sheard continued to give a brief overview of the work being undertaken by Deloitte consultants in support of making the necessary budget savings.

The Management Committee challenged Cllr Sheard on how the Cabinet was ensuring that the decisions made as part of the budget setting process were being implemented in such a way that the savings would be achieved on time. Cllr Sheard said that more robust arrangements had been put in place to define timescales and make sure that managers were delivering what was required. There was a cultural change with the delegation of decisions but there needed to be the right skills to ensure the appropriate actions were taken. Cllr Sheard said the Council had been too risk averse and needed to look at its approach in many areas moving forward. He gave the example of age related restrictions on council housing.

There followed a discussion on the current challenges to the Council in losing experienced staff and the skills gaps that were now being revealed as a result. Cllr Sheard acknowledged it was a problem but with an ageing workforce and the Council's ambition to seek voluntary severance arrangements, it was inevitable that some experienced employees would leave. However there were creative approaches being developed to help to address some of the gaps, for example having highways engineers employed at a County level so they could then be targeted at the areas where specific projects were being undertaken.

In concluding Cllr Sheard spoke about regional governance and whilst the Learning and Enterprise Partnership and the West Yorkshire Combined Authority were working well, there had been no further progress in respect of regional governance. Cllr Sheard hoped that once the election had been completed then there would be clarity of direction around regional governance.

The Management Committee thanked Cllr Sheard, Leader of the Council for attending the meeting and providing an update on the priorities of the Cabinet.

RESOLVED

- (1) That Councillor Sheard be thanked for updating the Committee on the work of the Cabinet.
- (2) That the issues and current challenges highlighted by Cllr Sheard be noted.

110 Education Attainment - Learning Landscape

Jo-Anne Sanders – Interim Assistant Director for Learning and Skills, and Helen Metcalfe of Children’s Services attended the meeting to provide an update on the learning landscape within Kirklees. The annual report for the Learning and Skills Service was circulated as part of background information for the item.

Jo-Anne Sanders introduced the item by explaining the changing relationship that the Council has to have with local schools. A summit was being held in early June to look at the new national funding formula for schools and examine the challenges including how schools might sustain services and remain financially viable. It was a time in which partnerships were more important than ever. The funding challenges were combined with the more challenging Ofsted framework which required many changes in order for schools to be compliant and deliver high quality education.

Ms Sanders continued to discuss the Schools as Community Hubs work that was being undertaken to encourage schools to do more than just educate young people and to work together in partnership within an area to shape the offer and support to children and young people. Cllr Stewart-Turner welcomed the Schools as Community Hubs work and asked what guidance was being given to schools as she had heard requests for a framework. Ms Sanders indicated that a tool kit was being developed which would share good practice. The Management Committee asked to see a copy of the tool kit once it was available.

The Management Committee continued to look at the statistical challenges within the Kirklees area as infant and junior numbers were higher than regionally. The Local Authority was working to maximise opportunities to tackle these issues including amalgamating schools to create a single primary, for example in the Honley area. This would help to reduce transition points and would see better working together between schools. A sufficiency of learning places document was being prepared once NHS data was available regarding growth in younger cohorts. It was noted that approximately 3000 children were educated outside of Kirklees with 1000 coming from outside the Kirklees boundary to access Kirklees based provision.

The Panel continued to look at a summary of outcomes across a number of areas at Key Stage 2 and Key Stage 4 within the Kirklees district. Cllr Masood Ahmed, Cabinet Member, highlighted concerns about achievements within some areas with some ethnic groups significantly above average, whilst others were significantly

below. The Management Committee agreed that this was an area that it may wish to look at as part of the 2017/18 scrutiny work programme. In concluding it was recognised that within Kirklees there were more young people coming into the system with an increased level of need and this was set against the background of new challenging accountability systems.

RESOLVED

(1) That Jo-Anne Sanders and Helen Metcalfe be thanked for providing an update on the education landscape in Kirklees.

(2) That a copy of the Schools as Community Hubs tool kit be circulated for information to the Committee.

(3) That as part of planning the Committee work programme, consideration be given to ethnicity attainment gaps.

111 Children and Adolescent Mental Health Services Ad-hoc - progress on Action Plan

Cllr Masood Ahmed, Cabinet Portfolio Holder, Tom Brailsford, Head of Joint Commissioning – Children and Alan Laurie, Commissioning Manager – Joint Commissioning attended the Committee meeting to provide an update on the Child and Adolescent Mental Health Service improvement work, including the implementation of agreed recommendations made by a Scrutiny Ad-Hoc Panel.

Mr Brailsford indicated that the work of the Scrutiny Ad-Hoc Panel in October 2015 had been fed into a wider piece of work that was being driven nationally to transform child and adolescent mental health services. The submitted report provided a specific update on the two recommendations which related to clarity of pathways and accessibility to CAMHS referral systems. It was noted that a pathways diagram had been co-produced and developed with CAMHS and a parent led forum and was available on the CAMHS Transformation Plan website. The Kirklees CAMHS Transformation Plan identified the need to provide a single point of access to offer a seamless, one stop shop offer of care to children and young people, parents and carers, and professionals. A pilot service provided by Northorpe Hall Child and Family Trust worked closely with partner organisations to sign post people to the most relevant services according to need.

Mr Brailsford reported that the Single Point of Access (SPA) had proved very successful but there had been some consequences particularly around waiting times as a result of the volume of usage. Work was ongoing to look at potentially shifting resources to address the increase in waiting time at tier 2 level. The Management Committee welcomed that approximately 50% of previous tier 2 referrals had been signposted to more appropriate tier 3, universal, provision.

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It was noted that transformation plan funding of £900k had been made available across Kirklees by national government but the position on funding for the 2017/18 municipal year was unclear. The funding had enabled the Council to deliver considerable improvements with partners. Funding had been allocated for tier 2 and 3 and autism provision.

The Management Committee welcomed the progress made in respect of the provision of CAMHS services. The pathway diagrams and single point of access were particularly welcomed. The question was asked concerning the performance monitoring arrangements, as previously there had been a lack of performance indicators within this area. Mr Brailsford explained that a contract specification was being developed that would include a data set to ensure that information was captured going forward however there was no historical baseline data available. Cllr Burke, Chair of the Ad-Hoc Scrutiny Panel welcomed the positive work that had been undertaken as part of the transformation programme whilst acknowledging there was still considerable work to progress. He suggested that it was important that feedback to service users also formed part of any communication.

In conclusion, the Management Committee welcomed the report and progress made in transforming Child and Adolescent Mental Health Services and suggested that as part of the 2017/18 work programme the work to address tier 2 referral waiting times be further considered by Overview and Scrutiny.

RESOLVED

- (1) That the progress report on Child and Adolescent Mental Health Services transformation work, including progress against the scrutiny recommendations, be welcomed and noted.
- (2) That a future report include specific information on addressing tier two volume issues.

112 OSMC Agenda Plan

The Management Committee noted that this was the last meeting of the Committee for the 2016/17 municipal year. The Committee considered a list of items to be rolled forward as potential work programme issues for the 2017/18 municipal year. Cllr Stewart-Turner advised that negotiations were ongoing concerning a proposal to increase scrutiny structures in the next municipal year. This was welcomed by members of the Committee.

RESOLVED

The Committee noted the work undertaken during the 2016/17 municipal year.