

# Overview and Scrutiny Annual Report

2015/16

OS

## Chair's foreword

This year has been a year of transition, with everyone getting used to new ways of working, as we aim to make the Overview & Scrutiny process fit for the New Council. We realise we need to be smart in the way we work, and Overview & Scrutiny doesn't have to undertake all the work directly, but be aware of where and when issues are being looked into. We also need to be flexible, so we can respond to emerging issues, in a rapidly changing Council. I think everyone has approached these challenges in a very professional way.

This year we took Overview & Scrutiny back to basics, and focussed on key principles, in an attempt to drive up standards, as well as making the process fit for the future. We have adopted a portfolio approach for the OSMC team, so each Member follows different strands of work. However, the Members do it in the name of the Overview & Scrutiny Management Committee (OSMC), and report back to each meeting, where issues are highlighted, discussed, and where appropriate challenge is provided, in order to achieve a shared view, and shared responsibility. We have regularly reviewed the process, and have drawn up guides to the various roles, and processes, to help maintain high standards.

At the end of last year some Co-optees left, for various reasons; they had served their time, they moved on to new challenges, and for other personal reasons. So we carried out a recruitment exercise, and have refreshed our pool of co-optees, who have been a great help this year, on Call Ins, Ad-Hoc Panels and the Health and Social Care Overview & Scrutiny Panel.

Despite being a smaller team, we, the OSMC, have been able to explore a lot of very important issues, and provide a constructive challenge where appropriate. We have also seen almost a third of Councillors involved in Overview & Scrutiny, via Call Ins and Ad-Hoc Panels, and the feedback we have is that they have seen the value of being involved. We have also developed a more positive working



relationship with the Cabinet Members; they have regularly attended Overview & Scrutiny meetings, and there have been regular portfolio briefings.

We have always promoted the importance of involving Overview & Scrutiny early in the decision making process, and the importance of this was highlighted via this year's Call Ins. Relabelling this early involvement as 'Pre-Scrutiny' seems to have helped people to better understand how to involve Overview & Scrutiny early. We are seeing more and more opportunity to influence the decision making process, prior to decisions being made.



**Chair of Scrutiny 2015/16**

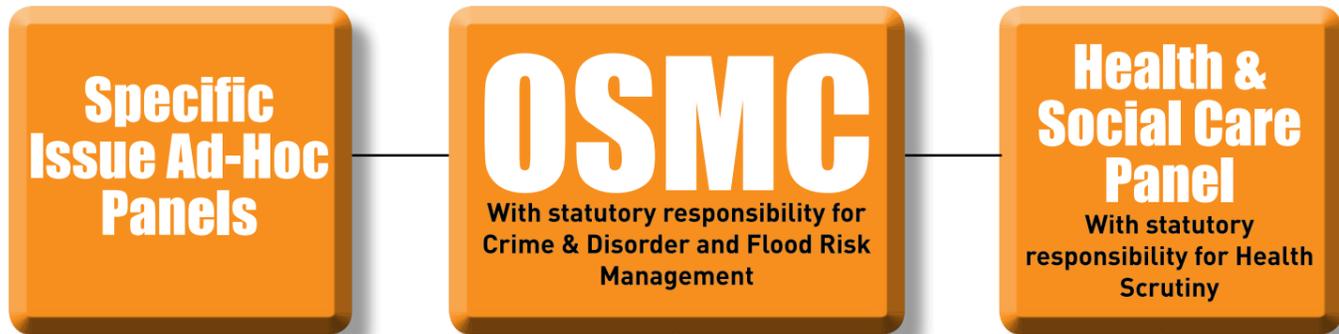
## Thanks

Thank you to everyone who has contributed to Overview & Scrutiny in some way over the past year, particularly, the OSMC, to Cllr Smaje and her team, to our Co-optees, and to the Governance team that support us.

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# 2015/ 2016 Headlines



**OSMC**

With statutory responsibility for Crime & Disorder and Flood Risk Management

**Health & Social Care Panel**

With statutory responsibility for Health Scrutiny



**JHOSCs**

**Specific Issue Ad-Hoc Panels**

- Child and Adolescent Mental Health Services Review
- Post 16 Education Review
- Adult Mental Health
- Children's Services Development Review



**Call-In**

- Parks and open Spaces Maintenance
  - o 3 recommendations issued
- Future Provision of Libraries
  - o 2 recommendations issued
- Mirfield Community Centre Asset Transfer
  - o 1 recommendation issued

**83% of recommendations resulting from Call In meetings were accepted by Cabinet**

### Mid Yorkshire Hospital Trust

"Meeting the Challenge" – to scrutinise the implementation of changes to hospital and community services across North Kirklees and Wakefield District

### Calderdale & Huddersfield

To review the proposals developed by local health commissioners and providers on a model for future hospital services in Calderdale and Greater Huddersfield.

# OSMC Headlines

Overview & Scrutiny Management Committee
<b>Cllr Julie Stewart-Turner</b> (CHAIR & PORTFOLIO LEAD FOR NEW COUNCIL & CONTINUOUS TRANSFORMATION & CHANGE)
<b>Cllr Cahal Burke</b> (PORTFOLIO LEAD FOR ChYPS)
<b>Cllr David Hall</b> (PORTFOLIO LEAD FOR RESOURCES & CRIME & DISORDER)
<b>Cllr Carole Pattison</b> (PORTFOLIO LEAD FOR PLACE)

### Journey to New Council

A first priority for the OSMC was to develop an understanding of the Key Strategies underpinning the transition to New Council. The year began with an initial overview of the Strategies which was supplemented with a later update on the progress of the Economic Resilience and Early Intervention and Prevention strands of work. The intention is to continue to maintain an overview of the delivery of this work at key milestones and drill down into specific areas.

The OSMC also looked at the learning landscape in Kirklees, not just educational attainment statistics but the broader picture of learning in Kirklees. The OSMC will follow up this work in the new municipal year focussing particularly on how the Council addresses the capacity challenges facing Early Years education and the development of Schools as community hubs.

### Pre scrutiny work

The OSMC continues to emphasise the importance of engaging Overview & Scrutiny before the decision is made (see also page 7). There has been progress in this area, particularly in respect of the Place Directorate with Overview & Scrutiny being able to comment on future waste management proposals and Housing Futures. Already identified for next year are the Play Strategy and the new waste services contract.

### Avoiding duplication

Part of effectively managing the Overview & Scrutiny Work Programme is ensuring that Overview & Scrutiny can add value to the issue under consideration but also that duplications avoided. Some OSMC discussions have focussed on the

OSMC assuring itself that work is being carried out by other bodies, for example meeting quarterly with the Cabinet Lead for Family Support and Protection to be updated on the work of the Child Sexual Exploitation (CSE) and Safeguarding Member Panel and the Corporate Parenting Board.

### Statutory Work

In a reduced Overview & Scrutiny structure it has been important to ensure that the statutory requirements are fulfilled. The OSMC has taken on responsibility for the scrutiny of Crime and Disorder and having had an initial overview meeting of the Crime and Disorder Strategy followed by a further meeting to look at Prevent work. The OSMC is keen that statutory work should not just be about "ticking a box". To support this, the OSMC has identified specific areas of focus for the new municipal year including support to vulnerable people.

### Ad-Hoc work

One of the roles of Overview & Scrutiny is to contribute to priority pieces of work for the Council. This has required Overview & Scrutiny to be flexible in how it allocates resources so it can respond to issues at short notice. The Post 16 Education Area Review provided an opportunity for Overview & Scrutiny to help shape the Council's supporting statement for the regional review within very tight timescales.

In total four Ad Hoc Panels have been working during the year, two have completed reviews and reports are being circulated for response. Two new reviews have started including one that ensures that Overview & Scrutiny contributes to development work being carried out in Children's Services. More details can be found on pages 11 and 12.

## OSMC Headlines continued

### Call-Ins

Overview & Scrutiny has the power to review Cabinet decisions prior to their implementation. During 2015/16 there have been three call-in meetings to review concerns raised about Cabinet decisions. Details can be found on page 7. Call Ins are a very resource intensive process for

Overview & Scrutiny, however as one new co-optee commented it could be seen as "Democracy in Action" Overview & Scrutiny has looked for feedback on the process and given its views on work commissioned by the Corporate Governance and Audit Committee to amend the call in approach if necessary.

OSMC – Work Programme	
Review of new approach to Overview & Scrutiny	<b>Overview of Key Strategies:</b>
Performance monitoring	Economic Strategy Corporate Plan Joint Health and Wellbeing Strategy Early Intervention and Prevention Strategy Economic Resilience
Overview of new legislation, guidance and policy	Overview of Health Scrutiny
Waste Management	Sexual Exploitation of Children and Safeguarding
Management of Overview & Scrutiny Work Programme including:- Establishing Ad Hoc Overview & Scrutiny Panels Setting up portfolio arrangements for OSMC members	Flood Risk Management - Progress against Action Plan
Corporate Peer Review – outcomes and action plan	Crime and Disorder - Overview of Crime and Disorder Plan and update on Prevent work
Cabinet Priorities / Forward Plan of Key Decisions / forward agenda plan	Corporate Parenting
Progress on Journey to New Council & its themes	An update on the work of the Member Commission
Recruitment of new voluntary co-optees	An overview of the planned work of the Democracy Commission
The Learning Landscape in Kirklees – including Educational attainment	Monitoring previous recommendations , including Town Centre Strategy
Cycleways / Greenways Strategy	Standards Review
Policy Committee agenda plan	Asset Management - including decision making pathway
Housing Futures	Local Plan

## Holding Exec to Account

### Developing constructive relationships with Cabinet

This year Overview & Scrutiny has focussed in ensuring that it has a constructive relationship with Cabinet Members. The members of OSMC have each had a portfolio area and have met with Cabinet members informally to discuss issues on the horizon and areas of interest to Overview & Scrutiny. In addition Cabinet Members have been invited to attend the OSMC meetings when an issue in their portfolio is under consideration.

### Call-In

Call-in is a formal power of Overview & Scrutiny which enables them to formally review a decision before it has been implemented. After reviewing the areas of concern then Overview & Scrutiny can ask the decision-maker to think again, if it believes that the decision is in contravention of the Council's decision making principles.

Any councillor who is not a member of the Cabinet can raise a notice of Call-in in the following ways:

- Any five individual councillors
- Two members of the Health & Social Care Panel, one of whom should be the Panel Lead member
- Two members of the OSMC, one of whom should be the Chair

### Call In hearings in 2015/16

During the Municipal year there were three decisions called in, these were:

- Parks and Open Spaces Maintenance Standards – August 2015
- Future Library Provision - October 2015
- Mirfield Community Centre Asset Transfer - October 2015

All three decisions were referred back to Cabinet with a total of 6 recommendations for amendment. Five of those recommendations were accepted (83%) and implemented.

### Pre-Overview & Scrutiny

Following the refresh of Overview & Scrutiny, one of the elements of effective Overview & Scrutiny that has been brought back into focus is pre Overview & Scrutiny. Pre Overview & Scrutiny seeks to focus the Overview & Scrutiny challenge prior to a decision being made, thereby potentially reducing the need to initiate the call-in process and trying to constructively influence decisions.

Pre-Overview & Scrutiny has been an emphasis of the work that has taken place this year within the Overview & Scrutiny OSMC, with 10 of its 18 meetings (56%) having had a Cabinet Member in attendance. This compares with just 1 out of 10 meetings (8%) during the 14/15 municipal year.

Examples of strategic areas that have been subject to pre Overview & Scrutiny work are the consideration of future waste options, asset management and housing futures.

During 2016/17 Overview & Scrutiny wants to continue to build on pre Overview & Scrutiny work and to help in planning this work, an outline programme of significant decisions to be made in the next 12 months will be made available.

### Monitoring Past Recommendations:

Overview & Scrutiny continues to prioritise monitoring past recommendations to ensure implementation. A position statement on recommendations from Task Groups over the last three years was considered by the OSMC in April. This was followed by a more detailed follow up report on the recommendations regarding the Town Centre Strategy report.

# Health & Social Care Panel Headlines

## Health & Social Care Overview & Scrutiny Panel

**Councillor Elizabeth Smaje** (LEAD MEMBER)  
**Councillor Robert Barraclough**  
**Councillor Musarrat Khan**  
**Councillor Andrew Marchington**  
**Councillor Sheikh Ullah**  
**Councillor Molly Walton**  
**Peter Bradshaw** (Co-Optee)  
**David Rigby** (Co-Optee)  
**Sharron Taylor** (Co-Optee)  
**Christopher Horner** (Co-Optee)

### The Care Act 2014 – Monitoring Implications

The Care Bill received Royal Assent on 14 May 2014 and introduced major reforms to the legal framework for adult social care with the first stages of implementation planned to take place from April 2015.

The Health and Social Care Overview & Scrutiny Panel identified early in the process that the reforms would have significant implications for the Council and agreed that it should maintain a close overview of the reforms and check that the required changes were moving ahead at the right pace.

The Panel also felt it was important that it had an opportunity to understand the impact on adult social care; what changes would have to be made in the way that services were delivered; and to gain an assessment of any early signs of barriers to change.

During the 2015/16 municipal year the Panel held a number of meetings with Adult Social Care to work through the implications and impact of the reforms. The discussions resulted in a number of further areas of focus particularly in relation to the wider challenges facing the social care market regarding finance and workforce recruitment and retention.

#### Focus for Next Year

Keep a close watching brief on developments in respect of the Care Act and how Kirklees is responding.

### Early Intervention & Prevention and All Age Disability - Early Influence

Cllr Liz Smaje, Lead Member for the Health and Social Care Overview & Scrutiny Panel considered regular updates on the progress of Early Intervention and Prevention (EIP), including All Age Disability (AAD), during the 2015/16 municipal year.

In February 2016, the Panel received a high level overview of the work that was taking place on the Early Intervention & Prevention (EIP) agenda. The Council was facing significant saving requirements, as well as pressures resulting from increased demand for social care services. These were forcing the Council to radically rethink how it managed resources (including staffing and financial), whilst still maintaining effective services for the communities of Kirklees.

It was apparent that the Council could no longer continue to deliver services in the way it had in the past if it was to improve outcomes for all communities in Kirklees. In reshaping services the intention is:

- to work holistically with families
- to improve engagement with partners
- to create an integrated early intervention and prevention offer
- to use alternatives to council resources to meet the needs of individuals

The proposals would mean significant cultural change for all agencies and professionals working with children, families and individuals, including multi-agency co-operation and how the Council engaged with people at the earliest opportunity.

The Panel learned that Early Intervention and Prevention will:

- Be about intelligence led service delivery
- Be Locality based working
- Be based on relationship ways of working
- Use the assets and strengths of individuals and communities
- Commission at a local level

#### Focus for Next Year

##### To consider:

examples of case studies demonstrating Early Intervention and Prevention in practice; and progress reports on Early Intervention and Prevention, including a decision making / implementation timeline.

In April 2016, the Overview and Scrutiny Panel for Health and Social Care considered a progress report around the work that was taking place in the All Age Disability (AAD) Programme. The AAD offer referred to people with lifelong disabilities and the key aim of the programme was to ensure the best start in life, promoting health and resilience throughout life by implementing a more flexible and personalised approach with few age barriers for people with a disability. (box with AAD offer bullets?)

Kirklees Council had commissioned Healthwatch in Autumn 2015 to seek the views of service users, parents and carers on having an AAD service for the borough. Only people who needed targeted or intensive support would access AAD services, but disabled people would be in the overall scope of Early Intervention and Prevention (EIP).

#### Focus for Next Year

The Panel agreed to receive a summary of the AAD Implementation Plan and updates on the progress of the AAD during the 2016/17 municipal year.

### Quality of Care – The role of Commissioners and Regulators of Health and Social Care Services - Effective working with Partners

The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England and a key objective of CQC is to make sure health and social care services provide people with safe, effective, compassionate and high-quality care.

The Health and Social Care Overview & Scrutiny Panel included in its 2015/16 work programme a focus on the quality of care in local health and adult social care services. This work included a number of strands that included:

- looking more closely at the role of CQC
- assessing its new public engagement strategy
- testing the effectiveness of local arrangements.
- exploring ways to develop an effective working relationship with CQC
- improve information sharing.

Representatives from CQC attended the Panel meeting in December 2015 which resulted in a frank and open discussion on the role of the regulator and how the relationship with Overview & Scrutiny could be strengthened.

As a result a number of actions were agreed including a commitment from CQC that consideration would be given to informing Overview & Scrutiny at an earlier stage of urgent concerns and issues following a CQC inspection. Further meetings are planned to take place during 2016/17 including a presentation by the regulator that will outline the overall state of care across Kirklees.

# Health & Social Care Panel Headlines

continued

## Overview & Scrutiny Review of Tuberculosis in Kirklees - Monitoring previous recommendations

In October 2014 Overview & Scrutiny completed a review of Tuberculosis (TB) in Kirklees. In April 2015 the findings of the report and recommendations were fully endorsed by Kirklees Council's Cabinet and referred for consideration by the Kirklees Health and Wellbeing Board.

A key element of Overview & Scrutiny's work is to monitor progress of recommendations from work that has previously been carried out and in April of this year the Health and Social Care Overview & Scrutiny Panel received an update on its TB recommendations.

**Recommendation:** That the Communication strategy referred to in the report be developed as soon as possible and the programme of engagement and awareness raising aimed at reducing the stigma of TB be strengthened. In addition, those groups considered to be at increased risk of contracting the disease should be specifically targeted through children and community centres, religious establishments, employers and through outreach work.

The Panel was pleased that the update demonstrated that progress had been made in this area and noted that good work had been undertaken by the two TB screening providers in raising awareness of TB for healthcare professionals in Primary Care .

**Recommendation:** That there is a consistent approach to the diagnosis and treatment of TB across North and South Kirklees, based on a patient centred model of care, founded on best clinical practice and national guidance.

This was another area which had seen positive progress and the Panel acknowledged the work that had been done to encourage partners across the Kirklees health economy to continue to work collaboratively in order to develop common pathways of care.

However the Panel are hopeful that the initiatives that have already been introduced and the further work that is planned by Public Health will help to reduce the numbers of TB cases in Kirklees.

**Focus for Next Year**  
Further work is still required to ensure that the high levels of TB in Kirklees are reduced and the Panel will continue to focus on this.

Health & Social Care Overview & Scrutiny Panel – Work Programme 2015/16	
The Care Act 2014 (to include Client Financial Affairs)	NHS Health Checks programme
Pre-Payment Cards	Early Intervention and Prevention (EIP)
Quality of Care – The role of Commissioners and regulators of health and social care services	Care Closer to Home
Mental Health Services – A focus on Performance	NHS Dentistry
Developing a working protocol with Healthwatch Kirklees and Kirklees Health and Wellbeing Board	Deprivation of Liberty Safeguards
Yorkshire Ambulance Service	Substance Misuse Services
Joint Strategic Needs Assessment	0-5 services
NHS Reviews	Diabetes in Kirklees

# CAMHS Ad-Hoc Panel Headlines

Terms of Reference	Membership
To scrutinise the performance of the Child and Adolescent mental Health Services in Kirklees, with a particular focus upon; <ol style="list-style-type: none"> <li>Developing an understanding of the services provided by CAMHS and its current performance in line with national requirements</li> <li>Scrutinising the CAMHS transformation plan and the supporting action plan</li> <li>Seeking the views of service users and considering benchmarking information nationally on the provision of CAMHS services.</li> </ol>	<b>Councillor Cahal Burke</b> (CHAIR) <b>Councillor Andrew Cooper</b> <b>Councillor Karen Rowling</b> <b>Councillor Donna Bellamy</b> <b>Rosa Vella</b> – CO-OPTEE <b>Fatima Khan-Shah</b> – STATUTORY CO-OPTEE

The Ad-Hoc Overview & Scrutiny Panel was established to undertake a review into the provision of Child and Adolescent Mental Health Services (CAMHS) in the Kirklees area in response to growing concerns regarding the operation of the organisation and its efficiency in providing a satisfactory level of service provision. The Service had been established to work with children and young people up to the age of 18 with the aim of improving the mental health of young people accessing the service, and providing support to their families.

Prior to the Panel starting its work, there was a national requirement to develop a Transformation Plan for services provided by CAMHS. Implementation would be overseen by each Council's Health and Wellbeing Board. The Transformation Plan was considered to be key in delivering the national ambition through localised leadership and ownership, covering the spectrum of services for children and young people's mental health and wellbeing. This ranged from health promotion and prevention work, to support and interventions for those who have existing or emerging mental health problems, as well as transitions between services. The Panel was briefed on the Kirklees Transformation Plan which was designed to address the implementation of the recommendations of the Future in Mind report.

The Panel met with various stakeholders, service providers and service users to identify gaps in current service delivery and the priority areas for improvement. The Panel noted that the proposals in the Transformation Plan would improve transparency, particularly in relation to referral statistics and waiting times. It was acknowledged that waiting times for an initial assessment had reduced to 3 weeks, in comparison to 10 weeks in

April 2015 and so initial access to the service had already shown improvement. The Panel found it useful to receive current and up to date statistics from service providers which demonstrated that progress was being made and they were supportive of the changes that were being made to improve service provision.

In terms of findings, the Panel considered that a key area for further development related to the process for referrals into the system, concluding through the evidence received, that the process should become more accessible and transparent. The processes should be widely publicised, particularly amongst key stakeholders. The Panel also felt there needed to be improved clarification of the pathways both in accessing CAMHS but also, once the service had been accessed, in terms of navigating the internal operation of the complex service.

### QUOTE FROM THE CHAIR

Mental health problems which begin in childhood and adolescence are not only common but can have wide-ranging and long-lasting effects. These can lead to significant distress, poorer educational attainment and employment prospects, social relationships, and longer-term physical and mental health problems.

Accessing services quickly and easily is of central importance to children, young people and families. It is important everyone involved understands the process and feels supported, the Overview & Scrutiny panel carried out an in depth and valuable review of services provided for children, young people and their families.

# Post 16 Review Ad-Hoc Panel Headlines

Terms of Reference	Membership
<p>That Overview &amp; Scrutiny consider and inform a submission from Kirklees Council to the West Yorkshire Post 16 Education Area Review Team. In particular, Overview &amp; Scrutiny will consider the pattern of post 16 provision across the district with particular reference to:</p> <p>The institutions, their curriculum offer and performance;</p> <p>i. Numbers on roll, trends and numbers studying particular subjects (class sizes);</p> <p>ii. The understood needs of employers and reported skills gaps / shortages and recruitment challenges;</p> <p>iii. Any potential gaps in provision by level, curriculum or geography; and</p> <p>iv. Emerging findings from the review process.</p>	<p><b>Councillor Carole Pattison</b> (CHAIR)  <b>Councillor Kath Pinnock</b>  <b>Councillor Edgar Holroyd-Doveton</b>  <b>Councillor Gemma Wilson</b>  <b>Richard Burge</b> – STATUTORY CO-OPTEE  <b>Fatima Khan-Shah</b> – STATUTORY CO-OPTEE</p>

Late in 2016, National Government announced a plan for a review of post 16 education and skills covering all areas of England. The process would be completed by March 2017 with implementation by 2020. Ultimately, there was an expectation that, without substantial change to the make-up of the sector, an increasing number of general further education (GFE) and sixth form colleges across England will face financial difficulties.

A Steering Group had been formed made up of the college principals and chairs of governors of each institution, officers and / or leaders from the 5 West Yorkshire Local Authorities, and the sixth form colleges and schools.

The Leader of the Council approached Overview & Scrutiny to see if it could provide an independent member perspective to help shape the Kirklees submission to the Area Review. It was important that there was an accurate picture of the position in Kirklees and the issues that are unique to the area that could be considered as part of the review. The timescales for the Area Review meant that the recommendations from Overview & Scrutiny needed to be formulated by late January / early February 2016. However, there proved to be a significant delay to the West Yorkshire Area Review as the data collated and presented by the steering group was found to be flawed.

Kirklees was further along in the review process as a lot of the 'ground work' had been completed in previous years. Set against the national context of a fragmented approach in the delivery of impartial careers information, advice and guidance, Kirklees Council, along with local partners, had maintained a high quality of provision. Whilst it was positive that Kirklees had already completed a lot of the work on which the review was concentrating, it was

acknowledged that Kirklees carried a greater degree of risk for the potential of having provision reduced as a result of the review.

In considering the Kirklees Statement of Need, the Panel was concerned that the specialisms within Kirklees appeared under represented and requested that details in relation to these specialisms were enriched within the submission. The Panel recommended that the introductory section of the Statement of Need be strengthened to highlight the desired outcomes for the Kirklees area, particularly in relation to the specialisms. The Panel also suggested that the issue of accessibility for learners was considered and presented, particularly in North Kirklees. The Statement of Need was amended throughout the Overview & Scrutiny process and incorporated the findings of the Panel, and recommended a number of amendments to the Statement. The Panel concluded that a previous rationalisation of 6th forms in South Kirklees had contributed to the success of Kirklees College, Greenhead College and New College. The Panel concluded that a similar rationalisation could be explored within North Kirklees. The Panel also concluded that the review highlighted the need for providers to work closer together in planning future provision, to minimise the risks to college providers.

#### QUOTE FROM THE CHAIR:

**Councillor Carole Pattison**

All of the panel, and the officers that attended, found this to be an interesting and important piece of work. It demonstrated the flexibility that Overview and Scrutiny has to both consider an issue as it arises and to change course as the goal posts are moved during a piece of work. We had to look beyond our brief as the issues being discussed regionally changed.

# JHOSC Panels' Headlines

Mid Yorkshire Hospital Trust Joint Health Overview and Scrutiny Committee (JHOSC)
<p><b>Councillor Elizabeth Smaje</b> (LEAD MEMBER)  <b>Councillor Eric Firth</b>  <b>Councillor John Lawson</b>  <b>Councillor Naheed Mather</b></p>

## Background to review :

A joint health Overview & Scrutiny committee of Wakefield and Kirklees councils was established to scrutinise the proposals and to change hospital and community services across North Kirklees and Wakefield District. The full public consultation – known as *Meeting the Challenge* and led by the North Kirklees and Wakefield Clinical Commissioning Groups (CCG) – commenced on 4 March 2013. Views were sought on the following proposals:

- The development of a central hub for specialist and acute emergency care at Pinderfields Hospital including 24/7 consultant presence in the emergency department.
- The centralising of complex acute medical, surgical and critical care and obstetrics at Pinderfields
- All inpatient paediatric services to be centralised at Pinderfields.
- Pontefract and Dewsbury hospitals to become centres for planned care and surgery
- Pontefract and Dewsbury to have A&E departments for treating a range of emergency and urgent, but non-life threatening conditions.

The consultation ended on 31 May 2013 and a report on the consultation outcomes was published on 24 June 2013. The JHOSC's response to the consultation was received by the NHS in July 2013. The CCGs provided a written response to the issues raised by the JHOSC on 16 August 2013. At a JHOSC meeting on 9 October 2013 it was decided

to refer the issues of concern to the Secretary of State for independent review. The Secretary of State responding in writing to the Chair of the JHOSC on the 6 March 2014 with his decision. *"I support in full the IRP's initial assessment that the referral is not suitable for full review, and agree that the implementation programme should be allowed to proceed"*.

## Current position:

Since May 2014, the JHOSC has been scrutinising the implementation process for the agreed changes to hospital services. In February 2015 a progress report on the implementation of acute hospital reconfiguration and integrated community care and primary care services was considered. Meetings were also held in June and October 2015.

In January 2016 the JHOSC was advised that proposals were being considered to bring forward the timetable for the reconfiguration of hospital services. Further assurance was being sought across the health and social care system to assess the benefits, risks and mitigation of an accelerated implementation timetable. In February 2016, the JHOSC was advised that there were 3 main drivers for considering earlier implementation and that bringing forward implementation of hospital reconfiguration would enable the benefits that would result from these changes for the whole population of North Kirklees and Wakefield to be realised sooner. At the time of writing the JHOSC has not received any firm proposals for the future implementation timetable.

# JHOSC Panels' Headlines

Calderdale & Huddersfield JHOSC
<b>Councillor Robert Barraclough</b> <b>Councillor Andrew Marchington</b> <b>Councillor Elizabeth Smaje</b> <b>Councillor Molly Walton</b> <b>Councillor Howard Blagbrough</b> - CALDERDALE COUNCIL <b>Councillor Malcolm James</b> - CALDERDALE COUNCIL <b>Councillor Martin Burton</b> - CALDERDALE COUNCIL <b>Councillor Adam Wilkinson</b> - CALDERDALE COUNCIL

Calderdale and Kirklees Councils have established a Joint Health Overview & Scrutiny Committee (JHSC) to review the proposals developed by local health commissioners and providers on a model for future hospital services in Calderdale and Greater Huddersfield.

Since July 2014 the JHSC has been actively involved in this programme of work that has included a series of meetings with the two local Clinical Commissioning Groups (Greater Huddersfield and Calderdale) leading on the proposals and the Calderdale and Huddersfield NHS Foundation Trust.

Members of the JHSC have also undertaken site visits to the Huddersfield Royal Infirmary and the Calderdale Royal Hospital which included a behind the scenes tour of the two hospitals, looking in detail at examples of the current challenges in estate maintenance and visiting the site of the new hospital at Acre Mills Huddersfield.

The formal consultation on the proposals started on the 15 March 2016 and will run for a period of 14 weeks until 21 June 2016 and in line with current regulations the Clinical Commissioning Groups have invited the JHSC to provide comments in response to the consultation by 12 September 2016.

The JHSC has developed a project plan that has detailed the work that will be carried out as part of its own review of the proposals. The JHSC has held a number of themed meetings this year which has looked in detail at different elements of the case for change and has included input from a wide variety of health professionals, organisations and members of the public.

Further meetings are planned to take place and future activity includes drop in sessions for members of the public and other key stakeholders and another visit to the hospitals to look at some key clinical services. There are also plans to provide local councillors and members of parliament with an opportunity to put forward their views and comments.



# Portfolio Highlights

## Resources and Crime & Disorder

The Lead Member met with officers from the Community Safety Partnership to discuss areas including Prevent, Community Cohesion, ASB, partnership working and ongoing operational matters. He also met with Kirklees representatives on the Police and Crime Panel to discuss their work on the panel. Among the topics of discussion was the current Police and Crime Plan.

The Lead Member held regular briefings with the Cabinet member and officers on the subject of the Asset Management policy and progress made in the area of Asset Transfers. Discussions included the policy itself, the capacity of the service to complete the requisite number of building transfers, and the ability of the service to meet financial targets through asset management. This is an area of Overview & Scrutiny which has been ongoing for several years and it was decided to keep scrutinising this field.

## Children and Young People

The Overview & Scrutiny lead members for Children and Young People has considered the following issues:

**Multi Agency Safeguarding Hub:**  
Officer briefings on effectiveness of information sharing before and after the implementation of MASH.

The Multi Agency Safeguarding Hub (MASH) is agencies in Kirklees working together to provide a new service to support families and keep children safe from harm.

**Securing Sufficient Good School Places:**  
Briefings on Population growth in Kirklees and pressures on primary school places.

**Bereavement Support:**  
Support in School for Children and Young People going through Bereavement. Task Group to be formed to continue this work.

## Place

The Lead Member has met regularly with Cabinet portfolio holders and the Director and Assistant Directors within the Place Directorate. Issues considered have included the refresh of the Housing Strategy, Local Plan, potholes, winter maintenance and enforcement. Looking forward to the next year, the Lead Member has highlighted the need to be mindful of the current Housing and Planning Legislation going through parliament to ensure the committee is up to speed on the significant impact this will have on the council. The Waste Contract is coming up for review and the Lead Member feels Overview & Scrutiny would be required to have some input into this before the process begins, and finally, Highways and the state of our roads is considered a big issue for the electorate; the funding that is available to deal with repairs to the roads is minimal, and so the Lead Member feels Overview & Scrutiny should monitor this to ensure it is spent as wisely as possible, whilst meeting the priorities identified by the council, not the government or a regional body.

## New Council and Continuous Transformation & Change

The Chair of Overview & Scrutiny has had regular briefings with Cllr Sheard and Senior Officers. It is difficult to keep up with a rapidly changing Council. Issues discussed included how we can make it easier for Members to identify what decisions will be taken when, and Officers are working on a rough timetable for the following year to try to help. The Chair of Overview & Scrutiny was keen to enable Ward Members to have the opportunity to be involved in issues affecting their constituents in a constructive way, as early as possible.

PORTFOLIO

# New Co-optees

Voluntary and Statutory Co-optees continue to play a valuable role in Overview & Scrutiny in Kirklees. They bring a lay person perspective to the issues Overview & Scrutiny looks at and are one way to ensure the voice of the citizens of Kirklees is considered. A number of the voluntary co-optees

came to the end of their term of office of the 2014/ 15, so one of the early tasks for the OSMC was to recruit more co-optees to support Overview & Scrutiny work, in particular ad hoc panel work and the work of the Health and Social Care Overview & Scrutiny Panel.

## Below are the views of a selection of co-optees on their Overview & Scrutiny work:

"Once again it has been good to be part of the Overview & Scrutiny process. To me it is a place where a different and wider perspective can be found on important issues in our area. It is good to challenge those who take decisions on our behalf and to celebrate success. This year it has been valuable to focus on initiatives and decisions which have an impact on children and young people. It has also been good to review the progress of recommendations made in previous years."

**Richard Burge, Statutory Co-optee and Church of England representative**

"Overview & Scrutiny is, for me, a quasi-judicial process which is mentally and intellectually demanding. As a co-optee I felt that at times I was at a disadvantage not knowing the rules of the game. However the chair of the meetings I attended went out of her way to explain matters of procedure as they arose. I felt this did enable me to be proactive in my involvement."

**Dale O'Neill**

"I joined the Co-optees in September 2015 and was offered a position on the Overview & Scrutiny Panel for Health & Social Care, attending from 10th November 2015 onwards. My background is that I have significant experience in NHS IT and NHS Strategy/Planning/Leadership, both with a national supplier to the NHS and subsequently working within the NHS in Nottinghamshire; retiring at Assistant Director level from NHS IT in 2011 when I returned home to Yorkshire and settled into semi-retirement. I wanted to give something back to my local care community and have found that my involvement in the Kirklees Overview & Scrutiny Panel for Health & Social Care is both fulfilling and (hopefully) useful. The Overview & Scrutiny Panel for Health & Social Care is an excellent forum to discuss issues, consider implications and question the local care organisations on their plans, reports, proposals and consultations. I am glad that I am able to contribute and hope to continue to do this in future years."

**Chris Horner**

## What the Scrutinised said....

"Scrutiny this year has constructively focussed on the key challenges faced by the Council. The engagement between Members of Scrutiny and Officers has been purposeful and should lead to better decision making."

**Jacqui Gedman, Kirklees' Director of Place and Deputy Chief Executive**

"The Council's Local Flood Risk Management Strategy underwent its annual review, checking progress against the action plan. It was reassuring to receive the support of the committee in the change of emphasis in priorities in 2016/17 to deliver a district-wide community engagement programme on raising flood risk awareness. Outcomes of the initial phase of the engagement programme will be reported to the committee at the next annual review of the strategy. Once again, it was encouraging to receive positive, constructive feedback from the committee on the delivery of a prioritised action plan with limited resources."

**Tom Ghee, Principal Engineer**

# Safeguarding

Safeguarding remains an important issue for Overview & Scrutiny. In particular, ensuring that the panels established by the Council continue to look in depth at the key areas of safeguarding to ensure robust practice in Kirklees. The Overview & Scrutiny OSMC has maintained a quarterly overview of the work of the Child Sexual Exploitation and Safeguarding Member Panel and the early work of the Corporate Parenting Board. Cllr Erin Hill as portfolio holder for Family Support and Protection has attended the OSMC meetings to present updates.

In addition, Bron Saunders, Chair of the Safeguarding Children Board also attended the OSMC to discuss the Safeguarding Children board's Annual Report. Members were reassured that the work being undertaken by the Board included an effective approach to the Child Sexual Exploitation work stream.

Areas covered in updates included:

- Taxi Licensing – including an improved system for keeping records of complaints regarding taxi drivers and training being delivered to existing taxi drivers on CSE and Safeguarding.
- The CSE and Member Panel review of the Whistleblowing Policy in Kirklees and approval of the recommendations to revise aspects of the procedure by the Corporate Governance and Audit Committee.
- Training and work with schools across Kirklees to ensure a consistent approach to safeguarding and awareness raising of CSE within schools. Further work required with pastoral staff

- The panel having received confidential updates from West Yorkshire Police on historic CSE cases and prosecution of perpetrators of CSE. The Panel had identified this as an important focus for the Panel during the 2016/17 municipal year and it would continue to receive progress updates from the West Yorkshire Police.
- The outcome of discussions with charity representatives from Barnardo's, CRI (Crime Reduction Initiative) and the Children's Society who were working within Kirklees on CSE related issues.
- The outcomes of external inspections by Ofsted that tested and validated the effectiveness of the safeguarding measures in place at residential homes in Kirklees. The Committee welcomed that all homes in Kirklees were currently rated 'good' with one of the disabled homes achieving an 'outstanding' grading.

The OSMC commended the work being undertaken and was satisfied that the Member Panel had focussed on appropriate areas raised by the Jay and Casey reports. The issues raised by the Jay and Casey reports included some challenges to the culture of an organisation. Whilst the CSE Member Panel has picked up on many of the issues raised and looked at them from a Kirklees perspective, there were a number of areas that did not fall within the remit of the Member Panel. Following discussions with the Chief Executive, the Chair of Overview and Scrutiny followed up on outstanding areas including peer relationships and community cohesion with Directors and Assistant Directors. The Panel was pleased with the progress that had been made in respect of training with Schools and taxi drivers. It was agreed that the OSMC would continue to maintain an overview of the work of the Panel.

## Looking Forward - Key Priorities

"Looking forward Overview & Scrutiny wants to continue to maintain high standards and help others to understand what it does, how it is done, and why. For this reason some of the priorities relate to training and improving communications.

This coming year, I also want to explore opportunities for more public engagement with Overview & Scrutiny, how we promote the work we do, and how the public might contribute to discussions on various issues."

**Councillor Julie Stewart-Turner,  
Chair of Overview & Scrutiny**

### **Pre Scrutiny - Early engagement with Overview & Scrutiny to allow it to influence decisions before they are made:**

Continuing to build on the work of this year with an increased emphasis on Pre Scrutiny. With the number of significant decisions required as we move towards New Council with the assistance of the 12 month overview of decisions, the OSMC will be looking to plan in pre scrutiny opportunities to influence proposals at the pre decision stage

### **Councillor Training – Overview & Scrutiny - How we do it round here**

Facilitated by the LGA to provide an opportunity for Councillors to take a step back and refresh their understanding of Overview & Scrutiny, its role and how it operates in Kirklees.

### **Improving Communications – Two way approach**

One of the main aims of New Council is to increase resilience within communities by assisting them to support themselves but also to involve them in decisions. Overview & Scrutiny will be considering how the public can be involved in pieces of Overview & Scrutiny work, for example as the PCAN group was involved in the CAMHS Ad Hoc Panel work.

### **Scrutiny of Partners**

There has been some progress in the transparency of information on the work of the Combined Authority with the minutes now being on the Full Council agenda. Work with Health Partners continues to be very effective but there is further work to be done to consider how relevant partners are engaged in Overview & Scrutiny work.

## Frequently Asked Questions

Here are some brief answers to the most frequently asked questions about Overview & Scrutiny.

### **What is Overview & Scrutiny?**

Overview & Scrutiny acts as a check and balance on the Council's decision maker (the Cabinet) by holding it to account for its decision. Overview & Scrutiny aims to:

- » Improve services for local people & their communities
- » Ensure Cabinet is accountable to the public
- » Improve the performance of the Council's services;
- » Improve the performance of other public services for which the Council has responsibility or is a stakeholder in;
- » Actively engage local people in Overview & Scrutiny and promote issues which are of importance and of relevance to them.

### **Who is involved?**

All Councillors who do not hold a Cabinet post can be involved in Overview & Scrutiny work. Ad-Hoc Panels can also include voluntary co-optees. They are supported by Governance Officers. For 2015/16 there has been the OSMC which manages the overall work programme; a Health and Social Care Overview & Scrutiny Panel and a number of Ad-Hoc Overview & Scrutiny Panels to carry out short term, in-depth investigations. In addition 3 Joint Health Overview & Scrutiny Committees have been looking at different stages of significant change in health services across Kirklees and neighbouring Councils.

### **Is Overview & Scrutiny a political activity?**

Overview & Scrutiny is a key part of the political process; however it is not party political. The Overview & Scrutiny committee and panel structure is made up of Councillors from across all the political groups. Councillors leave their party politics at the door and look objectively at issues.

### **How do you choose what to scrutinise?**

The Overview & Scrutiny Management Committee will manage the overall Overview & Scrutiny Work Programme. It will include input from the Health and Social Care Overview & Scrutiny Panel and established Ad-Hoc Panels. Carrying out effective Overview & Scrutiny takes a lot of time and effort so it is simply not possible to look at every issue. When choosing issues, Overview & Scrutiny will consider whether it is can make a real difference by looking at the issue (for example, whether recommendations could result in improved services.)

### **What can't Overview & Scrutiny look at and why?**

Overview & Scrutiny is not appropriate for considering individual complaints. The Panel also cannot investigate regulatory or 'quasi-judicial' decision, such as planning or licensing decisions.

### **How can the public get involved?**

- » Attend public meetings of OSMC and the Panels
- » Suggest a topic for Overview & Scrutiny
- » Provide evidence at a panel or send us your views.
- » Join a pool of people interested in being co-opted on to a panel when vacancies are



# Team contact details

## Contact the Team

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## Lead officer details

### Overview & Scrutiny OSMC Lead –

Penny Bunker, Governance & Democratic Engagement Manager

### Health Overview & Scrutiny –

Richard Dunne, Principal Governance & Democratic Engagement Officer

### Members of the team are -

Alaina McGlade, Governance & Democratic Engagement Officer

Andrea Woodside, Principal Governance & Democratic Engagement Officer

Helen Kilroy, Principal Governance & Democratic Engagement Officer

Yolande Myers, Governance & Democratic Engagement Officer