

Contact Officer: Penny Bunker, Tel. penny.bunker@kirklees.gov.uk

## **KIRKLEES COUNCIL**

### **OVERVIEW AND SCRUTINY MANAGEMENT COMMITTEE**

**Monday 27th March 2017**

Present: Councillor Julie Stewart-Turner (Chair)  
Councillor Cahal Burke  
Councillor Gulfam Asif  
Councillor Ken Sims  
Peter Bradshaw – Scrutiny Co-optee

In attendance: Councillor Liz Smaje – Lead Member for Health and Social Care Scrutiny Panel  
David Bundy – Corporate Policy Officer  
Paul Kemp – Assistant Director for Investment & Regeneration  
Richard Hadfield – Head of Strategy & Design  
Richard Dunne - Principal Governance & Democratic Engagement Officer  
Penny Bunker – Governance Manager

#### **91 Membership of Committee**

All members of the Committee were present.

#### **92 Minutes of Previous Meeting**

The Committee considered the minutes of the meeting held on 6 March 2017.

#### **RESOLVED -**

That the minutes of the meeting of the Committee held on 6 March 2017 be approved as a correct record.

#### **93 Interests**

No interests were declared.

#### **94 Admission of the Public**

Agreed that all agenda items be considered in the public session.

## 95 Update on Inclusion and Diversity

David Bundy, Corporate Policy Officer attended the Committee meeting to present an update on developments in inclusion and diversity since the adoption of the Council's new policy statement in March 2016. A draft copy of the Inclusion and Diversity Strategy and Action Plan 2017-2021 was circulated for discussion.

The Committee noted that the new Inclusion and Diversity Policy Statement for Kirklees took the Council in a new direction of travel moving beyond just compliance with the obligations of the Equality Act 2010. The aim was that the Council worked towards being an inclusive organisation that promoted and valued diversity as an asset.

The briefing note provided for the Committee indicated that the new approach was based upon the following principles:

- Managing diversity to improve the 'bottom line'
- Improved customer insight and service redesign
- Diversity will be leveraged through inclusion to improve business outcomes
- Beyond tokenism and harnessing 'diversity of thought'
- Ensuring diversity is linked to how we measure performance
- Inclusive and emotionally intelligent leadership

The briefing note continued to outline the actions taken to date to ensure policies, service reviews, budget process and projects embed the new approach. Equality Impact Assessments have been relaunched in an effort to move away from the process being an 'add on' to instead using the process at the beginning of a project or service review. EIAs are now available on the Council's website. In addition workforce profile equality data has been published for some of the protected characteristic groups under the Public Sector Equality Duty.

The Committee noted that work had taken place to provide a revised I and D area on the Council intranet; enhanced guidance for employees and managers; learning and development courses and revised support to Equality Employee Networks.

The Committee recognised that it was important to incorporate I and D into existing mechanisms wherever possible, such as linkage to the Kirklees behaviours and expectations.

Moving forward the draft strategy and action plan aims to deliver against the seven policy statement areas as follows:

- Committed and diverse workforce
- Positive and inclusive approach
- Listen and act
- Zero tolerance
- The way we do things in Kirklees
- Inclusive policies
- Spread the word

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It was intended that an annual inclusion and diversity report would be produced to monitor progress against the action plan.

In considering the report the Committee questioned how the Council could move to being representative of the communities it served. It was felt that effective management was also required to ensure the embedding of an inclusive approach within the workplace. The Committee questioned how data would be collected from citizens as part of the listen and act stream of work. Mr Bundy indicated that the issue was currently under consideration.

Mr Bundy advised that the employee pulse survey was used as a 'temperature check' and established a baseline against which the views of future years could be measured. It was felt that the survey could be used to gauge how employees were feeling on inclusion issues. Management Committee requested that a copy of the pulse survey be circulated so they could understand the content.

There followed a discussion on recruitment and selection and how some private sector companies had been targeting a more diverse work force in order to get a full insight on the needs of different communities when developing products. For those organisations the motivation was profit but the private sector were one step ahead in realising the benefits of having a diverse workforce.

The Management Committee suggested that employees would be more honest at exit interviews and therefore to include a question around inclusion and diversity could provide useful intelligence.

The Committee noted that a lot of the objectives within the strategy were long term and recommended that the strategy be assessed and potentially refreshed on an annual basis.

### **RESOLVED -**

- 1) That a copy of the Employee Pulse Survey be circulated to the Committee.
- 2) That David Bundy confirms the membership numbers of the employee networks.
- 3) That consideration be given as to how inclusion and diversity issues might be included within the exit interview discussion.
- 4) That the inclusion and diversity action plan be reviewed annually to assess and refresh the document.

## **96 Health and Social Care Scrutiny Panel - Work Programme Update**

Councillor Liz Smaje, Lead Member for the Health & Social Care Scrutiny Panel, and Richard Dunne, Principal Governance & Democratic Engagement Officer attended the Committee meeting to provide an update on the delivery of the scrutiny panel's work programme for 2016/17.

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Councillor Smaje indicated that work was under way to draft the work programme for 2017/18. The ad-hoc panel review into access to mental health services for adults was progressing. Following consultation with stakeholders on the draft report amendments were being considered and further clarifications sought as appropriate. It was hoped that the report would be presented to the Management Committee in April 2017.

Councillor Smaje reported that Yorkshire Ambulance Service had attended the Panel meeting in November and following a period of staff consultation YAS representatives would attend a further Panel meeting to discuss proposals for the Kirklees area.

The Panel had undertaken work relating to diabetes which had focussed on podiatry services to be delivered by Locala. The Panel had commented on the proposed consultation and had suggested amendments followed by an 8 week consultation period. Following the consultation the Panel would receive a further update on proposals for podiatry services in Kirklees.

In relation to North Kirklees the Panel had arranged an additional meeting in May 2017 to enable both Clinical Commissioning Groups to attend to provide a full picture on the transformation programme and to discuss the financial position.

The Panel had a successful meeting with the Care Quality Commission and intended to meet with them again in April 2017 for an update. This would be followed by a workshop discussion to look at cases within the Kirklees district.

Councillor Smaje continued to outline the discussions on the wellness model for adults in Kirklees and whilst understanding the vision it was felt that further detail on the practical aspects of the model were required. The Management Committee shared concerns and asked that a copy of the report on the wellness model for adults be circulated to Committee members and that members be advised when the item was next on the Scrutiny Panel agenda for discussion.

In respect of the White House Centre, Councillor Smaje provided an update including the current contract position.

The Committee also noted that Kirklees was undertaking joint work with Bradford to look at NHS dentistry.

Councillor Stewart-Turner raised the issue of care closer to home which overlapped with work being undertaken by joint Health Scrutiny Committees. Councillor Stewart-Turner agreed to forward feedback on end of life care to Councillor Smaje.

Councillor Smaje concluded her update by providing information on the position of each of the Joint Health Scrutiny Committees. Mid Yorkshire Hospitals Trust Scrutiny Committee was expected to meet in April following an acceleration in change. The Calderdale & Kirklees Committee was continuing to meet to look at the full business case and supporting documents. It anticipated that it would make a decision concerning next steps and possible referral to the Secretary of State at a meeting in late July 2017.

**RESOLVED -**

- 1) That Councillor Liz Smaje and Richard Dunne be thanked for attending the Committee meeting.
- 2) That a copy of the report on the wellness model for adults be circulated to the Committee and the Committee notified when a further discussion will take place at the Health and Social Care Panel.

**97 Overview and Scrutiny Management Committee Work Programme**

The Management Committee noted the work programme for the remainder of the municipal year. Councillor Asif requested that an alternative date be explored to the one scheduled for 24 April 2017. It was agreed that this be explored to see if it was possible for those items timetabled for 24 April to move to 8 May.

Councillor Asif highlighted concerns about the long term strategy for cemeteries within the Kirklees district. He had a meeting with the manager of the service area but felt that the issue warranted further scrutiny. The Management Committee agreed that the cemetery strategy be considered at its meeting on 3 July 2017.

**RESOLVED -**

- 1) That the work on the programme for the remainder of the municipal year be noted.
- 2) That consideration be given to moving the date of the next meeting from the 24<sup>th</sup> April to 8<sup>th</sup> May. The Governance Officer to confirm arrangements with committee members as soon as possible.

**98 Huddersfield Town Centre Accessibility Project**

Cllr JST explained the key points of the scrutiny role in relation to bus gates. She outlined the Terms of Reference and advised that an impact assessment was being considered elsewhere so wouldn't be considered by Scrutiny.

To outline the detail that covered Term of Reference 1, Richard Hadfield, Head of Strategy and Design explained the background and rationale that led to the Town Centre Accessibility Project being initiated. He advised that the considerations dated as far back as the 2004 CABE report. The Government at the time had become increasingly focussed on encouraging the population to become more active and carbon efficient, particularly by encouraging walking and cycling, but also by becoming less reliant on the car.

Mr Hadfield explained that the Council had always been aware that a balanced approach was required to satisfy the multiple requirements of the users of the town centre. He outlined a timeline to explain the Council's thinking and implementation that had developed over this time:

**2004** – Kirklees Council commissioned an Urban Renaissance Strategic Development Framework. As part of this, a set of objectives and principles were established, with the proposal that overall, these objectives and principles should all complement each other and connect up a town centre that works for everyone.

**2009** – The first project that emerged from the Strategic Development Framework was the creation of public space at St George’s Square. This development complemented the existing bus only restrictions on Westgate.

**2010** – As part of the preparation for a Local Development Framework, the Council commenced development of a Huddersfield Area Action Plan in 2010. During the development of the Area Action Plan, there were two stages of public consultation in November/ December 2009 and Autumn 2010.

Four objectives for the consultation were identified and the consultation considered six broad themes.

In developing the emerging Area Action Plan and as a response to issues raised in the consultation, a number of supplementary technical documents were prepared. One of these documents, the Huddersfield Town Centre Public Transport Accessibility Study, was developed to look at enforcing the existing traffic management measures on Westgate, Kirkgate and Railway Street as these were not being enforced by the police. The Council did not have the legal powers to enforce the measures by any way other than by using cameras. In addition, it was proposed to introduce a new bus only section of road on High Street/ Ramsden Street.

**2012** – Specific funding became available through the Central Government’s Department for Transport Highways grant and the development was brought forward.

There were three main reasons why the Council chose to consider enforcing bus only traffic management restrictions within the Town Centre:

- The desire to reduce pedestrian/ vehicle conflict and to improve the environment for pedestrians that started in 1983;
- The funding opportunity that was available in 2012;
- The issue of poor air quality was starting to develop as a major national health concern.

**2014** – Cabinet was asked to consider proposals and the report was approved.

Cllr Sims advised that when he was the Cabinet Member for Regeneration, one of the main factors for developing the Town Centre Accessibility Project was the consideration of other regeneration schemes for the town centre; he highlighted that a number of these schemes had not been implemented. He therefore questioned

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why the accessibility scheme was still instigated when it was originally designed to complement other schemes that had not taken place.

Mr Hadfield explained that although the regeneration scheme for the Queensgate area had been paused, the accessibility scheme still met all of the other objectives. Mr Kemp explained that individual schemes for the town centre would change over time but the accessibility project was an approach to improve the whole of the Town Centre and improve access for all users. It was explained that the scheme in itself did not stop any user accessing anywhere they accessed previously but that it may require them to take a different route.

The Committee moved on to consider information relating to Terms of Reference 2 and 3. Mr Hadfield provided the Committee with a summary of how the town centre proposals were developed, how consultation was undertaken and how the responses received were considered:

**21<sup>st</sup> June 2011** – A report was considered by the Cabinet on the West Yorkshire Transport Plan and the Highways Capital Plan 2011/12 to 2015/16. Funding for the Town Centre scheme was identified in the 5 year Highways plan.

**July 2011** – A Highways representative attended the meeting to brief the Highways Disability Liaison Group on the proposals for the town centre, including enforcement.

**9<sup>th</sup> May 2013** – There was a pre-consultation meeting with Huddersfield Town Centre Partnership Ltd where the council presented the scheme proposals. The main concerns raised by the group being:

- Potential car parking space reduction
- The need for a review of Traffic Regulation Orders across the Town Centre to simplify matters

**21<sup>st</sup> and 24<sup>th</sup> January 2014** – Councillors from 7 local wards were invited to councillor pre-consultation briefings.

**3<sup>rd</sup> to 15<sup>th</sup> February 2014** – Public consultation on the scheme including consultation letters being distributed to over 2000 properties and businesses within Huddersfield Ring Road.

**4<sup>th</sup> February 2014** – Letter and consultation booklets sent to all members of the Disability and Older persons group.

**13<sup>th</sup> March 2014** – Consultation meetings and emails to the three main taxi companies in the area.

**6<sup>th</sup> June 2014** – A report requesting Cabinet to consider the proposals for pedestrian and public transport accessibility and connectivity improvements and traffic restrictions in Huddersfield Town Centre, including the bus gate proposals, was approved.

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The report also summarised the key issues and concerns that had been highlighted during the consultation period.

Peter Bradshaw, Co-opted Member, questioned whether officers believed they were acting in good faith in progressing the project, given the extensiveness of the engagement undertaken in relation to the proposals and the lack of negative responses received?

Mr Kemp advised that he had always been aware that the full impact of traffic changes could never be assessed until the changes are implemented. Mr Hadfield explained that despite all efforts being made, it is very difficult to get the views of all affected as the town centre doesn't solely belong to those who live in close vicinity.

In relation to Term of Reference 4, Mr Hadfield explained that 180 enquiries had been received during the consultation and that the majority of these focussed on the public questioning how businesses, shoppers and visitors to the town centre could continue to access the areas they wished to visit. He explained that various telephone conversations and email exchanges took place and when it was demonstrated that access would still be available, albeit through a different route, the majority appeared satisfied with the proposals.

Mr Hadfield outlined the more complex issues and concerns that came out of the consultation and the subsequent changes that were implemented to alleviate the concerns.

In relation to the consultation leaflets distributed to properties and businesses, only 40 individual written public responses were received. 12 responses were against the proposals, 9 were for the proposals, 12 were neither for nor against the proposals and 7 were on issues not relevant to the proposals.

Cllr Sims stated that the largest proportion of responses were against the proposals and questioned what had been done in relation to these responses. Mr Kemp explained that the changes that were implemented following the consultation were as a result of solutions being identified in relation to the concerns raised. He explained that if solutions were not available, this was also included within the Cabinet report for consideration.

Mr Hadfield outlined the consultation that took place in relation to the Traffic Regulation Order and explained that this statutory process commenced on 19<sup>th</sup> January 2015. He explained that one objection was received regarding access to a premises and that after discussions with the objector, they were not prepared to withdraw the objection. The matter was therefore referred to Cabinet Committee Local Issues on 15<sup>th</sup> April 2015 where, after discussions with local ward councillors, the objection was over-ruled.

Mr Hadfield advised from May to December 2015, a rolling programme of "start of works letters" were issued to the properties in the areas of work affected. In January/February 2016, a map based leaflet was made available on the website to advise drivers of the new bus gates and routes to avoid them. On 1<sup>st</sup> February 2016, the bus gate cameras were switched on and warning notices were sent out to non-compliant drivers for several weeks before legal enforcement commenced.

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Variable message sign trailers were also located at four different locations to warn drivers of the new installation. On 21<sup>st</sup> March 2016, the bus-gates went live and enforcement commenced.

In relation to Term of Reference 5, Cllr Stewart-Turner questioned what the proposals were for evaluation of the scheme and what figures would be measured?

Mr Kemp advised that it was always the intention of officers to provide an evaluation report to Cabinet following 12 months of enforcement having taken place. Mr Hadfield advised that by June, officers will have figures relating to footfall, car parking, bus timings and air quality figures and that these would be summarised in a report to cabinet.

Cllr Stewart-Turner requested sight of this document after the Cabinet Member had been briefed and Mr Kemp advised that he would arrange for this.

Councillor Stewart-Turner asked the officers whether there were any areas they could identify that, with hindsight, they could have done better? Mr Kemp explained that consultation is a complicated process, especially when the proposals affect a wide group of users. He explained that he believed they'd done everything that was technically possible. Mr Kemp explained that the process had been tested through appeals to the Adjudicator and the process has been found to be legally sound on a number of occasions.

### **RESOLVED -**

- 1) That Richard Hadfield and Paul Kemp be thanked for attending the Committee meeting and presenting the background information to the Huddersfield Town Centre Accessibility Project, including the bus gates proposals.
- 2) That a second meeting to consider the bus gates project be held on 10<sup>th</sup> April 2017 at 9.30am with stakeholder groups to be invited to contribute, within the terms of reference.