

# Overview and Scrutiny

## Annual Report

2021/22



## Chair's Foreword

The start of the 2021/22 municipal year saw the re-appointment of four Scrutiny Panel Chairs and I would like to thank them for their hard work throughout the year. In person meetings returned during 2021/22, though Panels did continue to build on the positive aspects of remote meetings and in many cases allowed witnesses/officers to attend remotely whilst presenting information and giving evidence.

Over the last year, we have discussed topics covering a wide range of topics and policy areas and were given insight into some complex issues. Some of the highlights of the wider work of the Panels are outlined in this report, including an update on the work of the Climate Commission; monitoring of the Council's Plan; continued examination of the Covid 19 response; input into the refresh of the Communities Partnership Plan; scrutiny of key environmental issues relating to the Resources and Waste Strategy; and focus on Educational Outcomes and the aims of the Kirklees Future Commission Learning Strategy.

2021/22 saw the receipt of one call-in of an executive decision, relating to the Cooper Bridge Improvement corridor. Following detailed consideration of the issue, the decision was referred back to Cabinet with a number of recommendations which were accepted in full.

For the first time, this year's annual report includes details of scrutiny at a West Yorkshire level, where a new expanded function has been introduced. Awareness of scrutiny at a regional level is important and I am keen to continue to have regular meetings with our representatives on the West Yorkshire Combined Authority Scrutiny Panels.



I am continually grateful to members of the various scrutiny panels for their hard work and contributions throughout the year and would like to thank all the Scrutiny Councillors, Voluntary Co-optees and Governance Officers for their hard work and commitment during the year. This year sees the end of a 4 year term for our Voluntary Co-optee's, and I would like to pay tribute to them all for their valuable input to the scrutiny process in Kirklees. I am also grateful to all the local groups, organisations and individuals who have attended meetings, made presentations and provided evidence, and to council officers and Cabinet Members for their attendance and contributions.

Looking forwards, I am keen to build on the positive impacts outlined in this annual report and further embed pre-decision scrutiny into the decision-making process. This early engagement is key to inclusive decision making and it is important to ensure that the input and impact of scrutiny is demonstrated and referenced in Cabinet reports.

Chair of Scrutiny

A handwritten signature in blue ink, which appears to read 'Elizabeth Smaje'. The signature is fluid and cursive, written on a white background.

**Councillor Elizabeth Smaje**

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# **Overview and Scrutiny Management**

## **Committee 2021/22**

<b>Committee Membership</b>	
	Councillor Elizabeth Smaje (Chair)
	Councillor Andrew Cooper
	Councillor Harpreet Uppal
	Councillor Andrew Marchington
	Councillor Habiban Zaman

### **Work Programme 2021/22**

- Leader's Priorities.
- Our Council Plan.
- Crime and Disorder:
  - Communities Partnership Plan 2022 – 2027.
  - Domestic Abuse Strategy 2022 - 2027.
- Climate Emergency Response.
- Inclusive Communities Framework.
- Corporate Safeguarding Policy.
- Local Flood Risk Management.
- Inclusion and Diversity.
- Armed Forces Covenant.
- Voluntary, Community and Social Enterprise Investment Strategy.
- Kirklees Employment and Skills Plan 2022 – 2025.
- Ad Hoc Scrutiny Panel – Health and Safety Compliance in Residential Housing Stock.

## **Committee Highlights**

### **Ad Hoc Scrutiny Panel - Health and Safety Compliance in the Residential Housing Stock**

The Ad Hoc Scrutiny Panel was formally established by the Overview and Scrutiny Management Committee in March 2021, to carry out a focused piece of work to consider the Council's policies, procedures and arrangements for managing the health and safety of its tenants and its residential property portfolio, with a particular focus on high rise and multiple occupancy blocks.

The Panel worked throughout the year to gather the evidence needed to produce its final report, including its findings and recommendations to the Cabinet. It is anticipated that the final report will be submitted to Cabinet in mid 2022-23.

### **Leader's Priorities**

The Leader of the Council attended the Committee in August 2021 to set out his priorities and in February 2022 returned to give an update on the progress that had been made, responding to comments and questions from Members on each occasion.

### **Communities Partnership Plan 2022-2027**

In November 2021, the Committee was invited to comment, at an early stage in the development of the latest version of the Communities Partnership Plan which would cover the period 2022 to 2027. This plan sets out the strategic priorities for partners, including the police, health, fire and probation services, in terms of addressing multi-agency issues affecting quality of life for residents. The plan was informed by the latest Strategic Intelligence Assessment for Kirklees and the proposed strategic objectives were:

- Tackling Violence, Abuse and Exploitation.

- Reducing Re-offending, Anti-Social Behaviour and Neighbourhood Crime.
- Building Resilient Communities.
- Reducing Risk.

The discussion included the Cabinet Member and Portfolio Holder for Learning, Aspiration and Communities and a representative of West Yorkshire Police.



The Committee recommended that a number of points be considered in the development of the Communities Partnership Plan, including:

- The importance of early intervention and prevention.
- The visibility of partnership working and early intervention/prevention at ward level.
- The need for improvements in the mechanisms to facilitate the involvement of Ward Councillors, to keep them informed and to engage them in respect of setting local priorities.
- Improvement in tension monitoring documents and involvement of and feedback to Ward Councillors in respect of incidents of serious violence.

The final plan came back to the Committee in June 2022 for further pre-decision scrutiny prior to submission to Cabinet for endorsement.

## **Response to the Climate Emergency**

In September 2021, the Committee received a report which provided updates in respect of:

1. The Climate Emergency and Phase 1 climate emergency actions.
2. The Council's annual internal carbon emissions reporting, against the 40% reduction target set in 2010.

3. The development of the Council's road map to becoming carbon neutral by 2038.
4. The Kirklees Climate Commission.

The Portfolio Holder for Culture and Greener Kirklees and Professor Peter Roberts, the Chair of the Climate Commission joined the Committee to discuss the establishment of the commission, the progress to that point, the vision for the future and the expected next steps.

Members welcomed the Commission as a great resource for the district and commended the proposed approach to engagement stressing that it was important that this was accessible and incorporated a diversity of experience and voices from across Kirklees.

The Economy and Neighbourhoods Panel would undertake scrutiny of the Climate Change Action Plan in 2022/23, prior to submission to Cabinet.

## **Low Carbon Housing Pilot Project**

Pre-decision scrutiny of a Low Carbon Housing Pilot Project was undertaken in March and the Committee requested that the following points be taken into account in moving forward with this scheme:

- The ambition should be to achieve more than the minimum number set out in the design brief.
- Consideration should be given to whether the numbers of Passivhaus and zero-carbon homes proposed in the pilot will be sufficient to gather the necessary data and demonstrate the principles and benefits.
- The alignment between addressing the climate emergency and fuel poverty should be acknowledged.
- Clarity is needed in respect of how the data will be collected and the skills and learning shared.
- The focus should be on the outputs achieved and outcomes should be specified.

These points were reported to Cabinet on 5<sup>th</sup> April 2022 when approval was given to the appointment of a specialist company to provide architectural, planning and development services to design, cost and obtain an implementable full planning permission for the project.

## **Kirklees Employment and Skills Plan 2022-2025: 'Aspire, Achieve and Include'**

Pre-decision input was sought from the Committee in respect of the Kirklees Post-16 Employment and Skills Plan 2022-2025: 'Aspire, Achieve and Include'.

This was a co-produced, locally specific plan, which set out a list of priorities and actions, agreed with key partners, to act as a focus for a collaborative approach to develop the local employment and skills system over the next three years. The plan aimed to build upon the work already being done and would help to maximise the opportunities arising from devolution and the Levelling Up White Paper.

The Committee was told that the plan was expected to evolve over its lifespan; being amended and updated as the work progressed and recommended that a number of points, including those noted below, be taken into account in the further development of the plan:

- The need for clarity in the definition of sustainable homes, to ensure that training is provided to the appropriate level and standards.
- Consideration should be given to the provision of money management and life skills.
- The importance of building capacity; reach across communities; skills progression; upskilling; and the sustainability of jobs.
- Consideration should be given to the provision of support for local employers in respect of apprenticeships.
- The need for a balance of representation on the Partnership Board, a whole-system approach and to hear the voice of different businesses of all sizes.



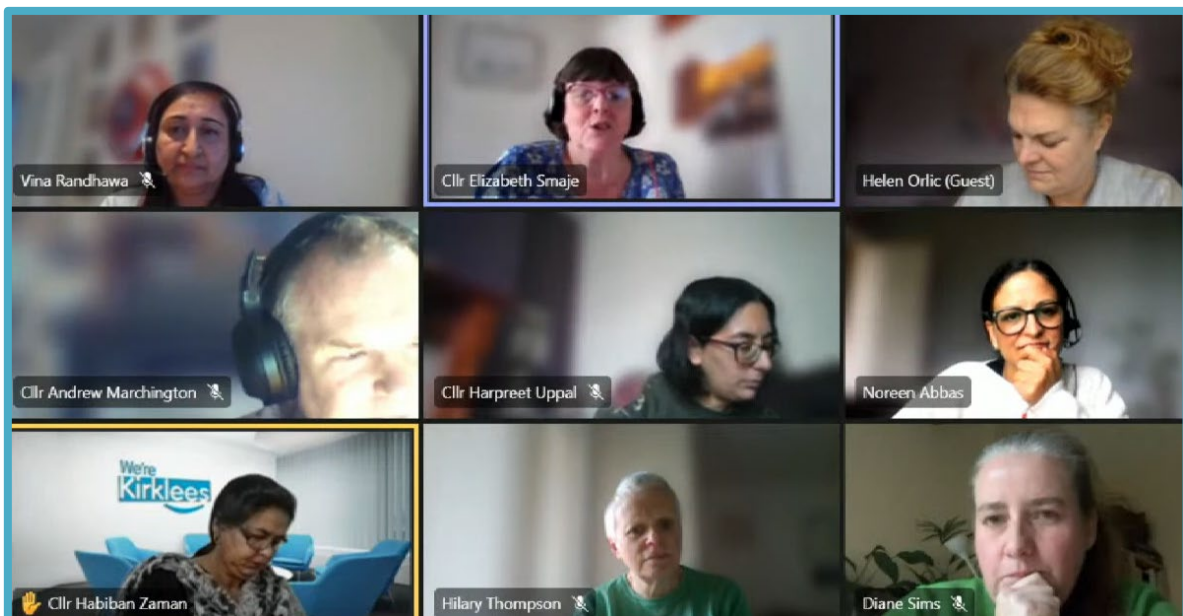
- The importance of the engagement with young people.
- Prioritisation of unemployed people over the age of 50 as a group.
- Reference to the linkages to specialist discussion groups.

The plan was adopted by Cabinet on 26<sup>th</sup> July 2022. Cabinet requested the submission of regular progress reports on the delivery of the plan and the Economy and Neighbourhoods Scrutiny Panel would undertake further scrutiny, as necessary.

## **Development of Kirklees Voluntary, Community and Social Enterprise (VCSE) Investment Strategy**

A report was presented in November 2021 which sought the Committee's input in respect of the approach and work undertaken to develop a Kirklees Voluntary, Community and Social Enterprise (VCSE) Investment Strategy.

Hilary Thompson the chair of Kirklees Third Sector Leaders and Helen Orlic, the external consultant joined the discussion.



The Committee recommended that consideration be given to:

- Achieving reach across all communities and areas within Kirklees.
- Building a better understanding of communities.

- Communication and engagement with Ward Councillors.
- Developing understanding about funding and how people can find out what is available.
- The sustainability of the strategy.

In response to this feedback a survey of groups was undertaken, between 6<sup>th</sup> April and the end of May 2022, to understand if there were any gaps that needed further work and Councillors were sent a briefing paper in early April 2022.

The final version of the strategy would be considered again by scrutiny in 2022/23 prior to submission to Cabinet for approval.

## **Corporate Safeguarding Policy**

The Committee received a report in respect of the refreshed and strengthened Cross-Council Corporate Safeguarding Policy in February 2022. The policy aimed to establish safeguarding as being the responsibility of everyone across the Council.

The detailed and comprehensive policy and the adoption of a corporate approach was welcomed, and the officers involved were thanked for their work.

The Committee requested that a further report be provided, following the rollout of the refreshed policy, to include an update on how it had worked in practice, the outputs, and feedback in respect of the training.

The Policy was approved by Cabinet on 8<sup>th</sup> March 2022 and approved and adopted by Council at its meeting held on 13<sup>th</sup> July 2022.

## **Looking Forward 2022-23**

The Committee will consider the final report of the Ad Hoc Scrutiny Panel – Residential Housing Stock Health and Safety Compliance, undertake the annual review of the Council's Flood Risk Management Plan and gather evidence in

respect of the impact of the pandemic on loneliness and social isolation in Kirklees.  
Amongst other things, pre-decision scrutiny is also planned in respect of:

- The Inclusive Communities Framework.
- The Communities Partnership Plan.
- The Inclusion and Diversity Strategy.
- The latest iteration of the Council Plan.

# **Health and Adult Social Care Scrutiny Panel**

## **2021/22**

<b>Panel Membership</b>
Councillor Habiban Zaman (Chair)
Councillor Aafaq Butt
Councillor Bill Armer
Councillor Vivien Lees-Hamilton
Councillor Lesley Warner
Councillor Fazila Loonat
David Rigby (Co-optee)
Lynne Keady (Co-optee)

### **Work programme 2021/22**

- Financial position of the Kirklees Health and Adult Social Care Economy.
- Impact of Covid-19 on the Health and Adult Social Care Sector.
- Integration of Health and Adult Social Care.
- Digital Technology.
- Mental Health and Wellbeing.
- Quality of Care in Kirklees.
- Kirklees Safeguarding Adults Board (KSAB) 2020/21 Annual Report.
- Yorkshire Ambulance Service (YAS) Response Times.
- Kirklees Public Health.
- Update on Winter Planning.
- Effectiveness of smoking cessation arrangements in Kirklees.
- Kirklees Care Homes Programme Board including analysis of the home care market.
- Healthwatch Kirklees.

- Air Pollution.
- Rainbow Child Development Unit at Calderdale and Huddersfield NHS Foundation Trust (CHFT).
- Reconfiguration of Bed Capacity in Kirklees supporting Intermediate Care and Dementia Care.

## **Panel Highlights**

### **Kirklees Public Health**

The Panel included in its work programme for 2021/22 an overarching theme that looked at the work of Kirklees Public Health. Areas of focus included consideration of the impact of and local response to Covid-19; the work being done on population health management; and an initial look at the impact of air pollution.

As was the case in the previous year Kirklees Public Health continued to play a lead role in ensuring that the Panel was provided with relevant and timely data and was fully briefed on the ongoing impact of the pandemic.

The public health theme featured at three meetings during the year and included input from Kirklees Public Health colleagues, the Kirklees Public Protection Team, Healthwatch Kirklees, the Kirklees Energy and Climate Change Team and representatives from the Kirklees Clinical Commissioning Group.

Specific areas that were covered included: the work that was being undertaken locally to respond to the rising numbers of infections; details of the initiatives to increase the uptake of the Covid-19 vaccination; the focus and activities that had taken place to reduce health inequalities; the approach being taken by Public Protection to offer businesses guidance and information on health and safety measures; population health management in Kirklees; the increase in respiratory infections in young children; the approach to dealing with the Covid booster vaccination and flu vaccination ; and impact of air pollution.

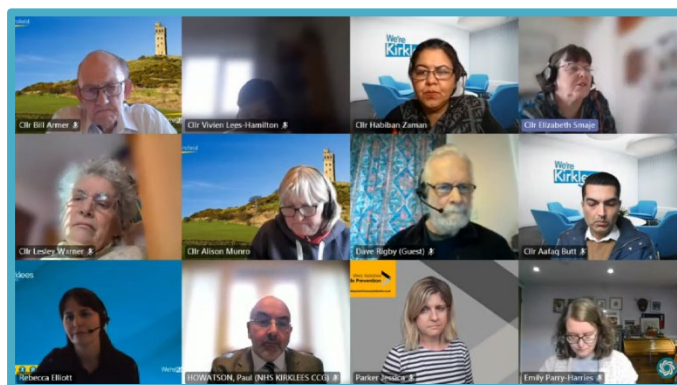
## Outcomes

The detailed discussions provided the Panel with a good overview of the work that was being done locally to respond to the pandemic and how population health management was being used in Kirklees to design and target interventions to prevent ill health; improve care and support for people with ongoing ill-health; and reduce health inequalities.

Panel members highlighted a number of areas where they felt further work and information was needed that included: providing information and data that covered the outcomes of the new approaches and initiatives in working with the population to improve their health; providing information on the Public Health Outcomes Framework; information on the uptake of financial assistance to qualifying individuals who have had to self-isolate; and an assessment of the impact on people diagnosed with long Covid.

## Mental Health and Wellbeing

In February 2022, the Panel was presented with an update on the work that was being done across Kirklees on suicide prevention. The Panel also received a response to several areas of concern surrounding mental health services that had been highlighted during an earlier scrutiny meeting with representatives of the Care Quality Commission that panel members felt could have an impact on the prevalence of suicide.



The complex nature of suicide prevention means that an integrated approach to tackling the issue is required and for this reason the Panel welcomed input from a range of partners from the local health and adult social care system

that included Kirklees Public Health, South West Yorkshire Partnership NHS Foundation Trust and NHS Kirklees Clinical Commissioning Group.

The discussions were detailed, constructive and robust and covered many aspects of suicide prevention that included: the work undertaken by Thriving Kirklees which is a partnership of local health and wellbeing providers working together to support children, young people and their families to thrive and be healthy; details of the Northorpe Hall training offer that was available to schools on mental health; and the programme of funding to enhance mental health expertise in primary care.

The Panel also sought assurances regarding the approach being taken to reach out to the BAME community to raise awareness of mental health issues; and questioning the work that was being done to ensure that primary care was provided with adequate support to enable health professionals to respond to individuals that were showing signs of distress.

## **Outcomes**

The Panel endorsed and supported the recommendations that all partners should proactively promote and raise awareness of the training offers via Northorpe Hall; and that the Zero-suicide alliance training should be recommended to all to help with consistency of language and approach to help more people to stay safe.

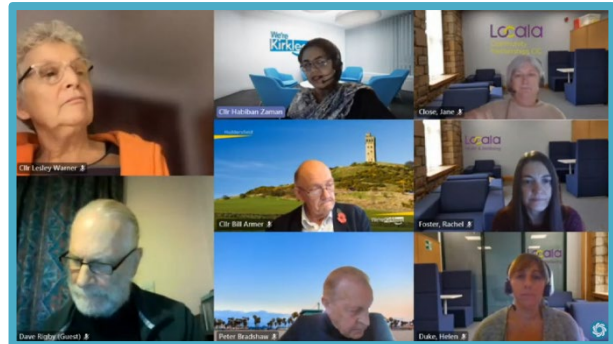
The Panel also requested that a broader discussion be arranged to focus on the work that is being carried out through the Thriving Kirklees Single Point of Access Service.

## **Integration of Health and Adult Social Care**

The NHS Long Term Plan has set out the aim for increased collaboration and integration of services which is seen as a key enabler to improving outcomes for people who use health and social care services. This direction of travel is being supported by legislation that aims to promote collaboration in the health system, including by establishing new integrated care systems across England.

The Panel included in its work programme an integration theme that was aimed at reviewing and assessing the progress and effectiveness of these new ways of working across the local health and adult social care system.

During the year, the Panel hosted two meetings on this issue. The first focused on community care services delivered by Locala that included: the development of integrated structures across community health and social care and how it interlinked with wider



services such as primary and secondary care; and details of the proposals to merge the Gateway to Care Service and the Locala Single Point of Contact Service.

The second meeting looked at the development of Primary Care Networks (PCN) which included the details of partnership working with other stakeholders to focus on the health needs and inequalities within each PCN area. The discussions also focused on access to primary care and the approach being taken to managing demand.

## Outcomes

The Panel was supportive of the direction of travel being taken to increase the integration and collaboration of services across the Kirklees Health and Adult Social Care System and agreed that the Panel should continue to assess the progress of PCNs and to look at the work being done to continue to build an efficient and effective GP service.

The Panel also recommended that that the section 'How it Feels' within the Gateway to Care and Single Point of Contact Integration Blueprint should include the addition of i) as a carer and ii) as a community partner.



### **Richard Parry - Strategic Director for Adults and Health**

*“As always, members of the scrutiny panel added real value through their considerations of the issues facing the health and care system in Kirklees and their comments on the reports received. This has been particularly helpful at a time when the health and care system is facing operational challenges and there have been significant changes to the way in which the NHS is organised through the new ICS arrangements.”*

### **Emily Parry-Harries - Head of Public Health**

*“Conversations with scrutiny panels bring helpful insight and a real focus to the difference that Public Health is making to the population of Kirklees. By working together with scrutiny, Public Health colleagues are able to support and implement a whole range of important priorities – including mental health, children and young people and population health management. The scrutiny process facilitates the support and challenge of Public Health priorities as well as the work of teams across the system to reduce inequalities.”*

### **Amanda Evans - Service Director for Adult Social Care Operations**

*“I have generally attended as part of a wider partnership to respond to support for hospital discharges/ system pressures. The sessions have provided an opportunity to reflect the role of adult social care as a key system partner and have been well coordinated with helpful questioning and comment from scrutiny members. I have valued the recent pre-meets to ensure the scope is clear and clarity regarding who is coordinating amongst partners. The questions from scrutiny members are well considered. I think the reduced focus on slides and presentations increases the opportunity for dialogue with reference to the wider information contained in the information pack to support the sessions.”*

**Chris Lennox - Director of Services, Adults and Older People Mental Health,  
South West Yorkshire Partnership NHS Foundation Trust**

*“The organisation and administration of the panel including the advance notice, meeting arrangements and clarity of correspondence is really good. The expectation (polite) of attendance in person is difficult to accommodate and perhaps doesn’t fit with the way organisations now have to work in terms of demand and capacity. The offer of pre-meets is highly valued and the running of the panels on the day is very efficient. The panel and chair are very polite and welcoming and the questions to presenters well chaired.”*

# **Joint Health Overview & Scrutiny Committees**

## **2021/22**

### **Calderdale and Kirklees Joint Health Overview and Scrutiny Committee (JHOSC)**

<b>Kirklees Membership</b>	
	Councillor Elizabeth Smaje (Joint Chair)
	Councillor Andrew Cooper
	Councillor Alison Munro
	Councillor Harpreet Uppal

During the 2021/22 municipal year the JHOSC met twice in August 2021 and November 2021 and continued its focus on reviewing the revised proposals to include assessing its impact on patients and the public.

The meeting held in August 2021 included a further update on the reconfiguration programme timeline; the structure and content of the business case documents; and an update on the engagement that Calderdale and Huddersfield NHS Foundation Trust (CHFT) had undertaken during 2021.

The meeting also included an update on the work that was being undertaken to help manage demand for hospital services through the development of community services (Care Closer to Home); and details of how the pandemic was impacting and informing the plans for service reconfiguration and estate development programmes of work.

At the meeting in November 2021 the JHOSC was presented with a summary of the draft Full Business Case for the new Accident and Emergency service at

Huddersfield Royal Infirmary and a summary of the Strategic Case section of the Draft Outline Business Case for the reconfiguration of services.

## **West Yorkshire Joint Health Overview and Scrutiny Committee**

<b>Kirklees Membership</b>	
	Councillor Elizabeth Smaje
	Councillor Jackie Ramsay

The JHOSC met 3 times during 2021/22 and covered a variety of issues that had implications for the West Yorkshire region.

Issues covered included: a presentation on the Health and Care Bill 2021; an update on Covid-19 related issues that had West Yorkshire-wide implications; considering the revision of the Committee's Terms of Reference; reviewing the draft constitution of the West Yorkshire Integrated Care Board (ICB); considering issues relating to the provision of ambulance services in West Yorkshire; an update on the development of the West Yorkshire People Plan; agreeing the recommendations of the working group that looked into the establishment of the Nightingale Hospital in Harrogate; receiving a presentation covering the work of the West Yorkshire Mental Health, Learning Disability and Autism Collaborative.

## **Corporate Scrutiny Panel 2021/22**

<b>Panel Membership</b>	
	Councillor Andrew Cooper (Chair)
	Councillor John Taylor
	Councillor Mahmood Akhtar
	Councillor Alison Munro
	Councillor Charles Greaves
	Councillor James Homewood
	Philip Chaloner (Co-optee)

### **Work programme 2021/22**

- Financial Monitoring.
- Council Risk Register.
- Capital Plan.
- Council Plan.
- Access to Services.
- The People Strategy.
- Technology Strategy.
- Leaving the EU.
- Comms Strategy.
- Photo ID at elections.

## Panel Highlights

### People Strategy

At its meeting on the 21<sup>st</sup> March 2022, the Panel received an update on the People Strategy, which highlighted some of the recruitment and retention challenges facing the Council.

The Panel was informed that the refreshed strategy had only recently been launched, because the original plan to relaunch the strategy in 2021, was pushed back because the pandemic had delayed some of the work being undertaken. Much of the learning from the pandemic, has helped to inform the refresh of the People Strategy as the world of work has completely transformed.

The vision of the strategy is that:

*“We will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places.”*

The four key outcomes of the strategy are:

- To have highly skilled, flexible, and engaged people.
- To have effective and compassionate leadership.
- To be an inclusive employer of choice.
- To have healthy and well people.

During the update, the Panel was informed that one of the biggest programmes of work being undertaken is workforce planning. This project aims to ensure that workforce planning is embedded across the Council going forward and workshops are being piloted in critical service areas where there are difficulties in recruitment, retention, and succession planning.

The Panel questioned whether in the areas where it is difficult to recruit, whether it could be addressed at a regional level through collaboration with other councils to build up the sector for example in highways, engineering, and adult social care.

### **Outcome**

The Panel welcomed the update and agreed to continue to monitor the progress of the strategy in addressing the recruitment and retention challenges.

### **Council Plan**

At an informal meeting of the Panel in September 2021, the Panel received a draft copy of the 2021/23 iteration of the 'Council Plan' for comment. The document presented an 18-month extension to the 2020/21 Council Plan, which set out the Council's ongoing commitment to People, Partners, Place, and its Shared Outcomes. The plan introduced a new shared outcome – 'Shaped by People', and outlined the plans for recovery and included priority actions (with deliverables and milestones) for the next 18 months.

Following consideration by Corporate Scrutiny Panel, the final Council Plan would be considered for sign off by Cabinet before progressing to Full Council.

### **Outcome**

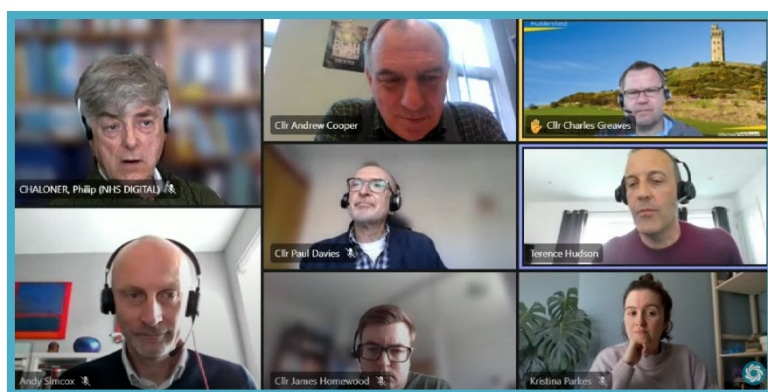
The Panel will include the Council Plan on its work programme and monitor the priority actions included in the plan.

### **Technology Strategy**

In March 2022, the Panel received a presentation on the Technology Strategy which outlined the vision to deliver innovative, effective, and sustainable technology services, designed around the diverse places and the needs of local people, partners, and businesses.

The Panel learned that key to the strategy's success is:

- Getting the 'basics right'.
- Enabling resilient and available infrastructure.
- Commissioning applications fit for the future.
- Using data intelligently and securely.
- Developing inclusive technology and skills.
- Connecting people, business, and technology.
- Delivering class leading internet services.



In response to the information presented, the Panel raised concerns regarding how would households who are struggling financially, and unable to afford access to the internet be catered for, and, with the phasing out of the traditional telephones, and people becoming more dependent on an internet connection, how will the elderly with no telephone or access to the internet, seek help, for example.

## Outcome

The Panel welcomed the update acknowledging that it is a five-year strategy, and agreed that this should be added to the future panel work programme in order to continue to monitor the strategy.

### Terence Hudson - Head of Technology

*“Through the development and implementation of the Technology strategy we’ve had valuable conversations with Corporate Scrutiny both informally and formally. The Scrutiny panel have steered us towards working better with the voluntary sector and*



*around providing assurance that the technology and access strategies are working together to deliver better access to services both face to face and on the phone.”*

**Philip Chaloner - Voluntary Co-optee**

*“Once again thanks must go to IT for making the on-line meetings run so well.*

*Finance, particularly issues around revenue accounts, were well presented and when further explanation sought. It is clear that Special Educational Needs & Disability (SEND) funding still needs to be resolved for the longer term. I recognise some further contribution was made by Central Government.*

*The issue regarding reserves was discussed more thoroughly and it would have been interesting to get further feedback regarding success regarding those assets transferred to the community.*

*Sharing the Corporate Risk Register helped the panel to understand how risks were identified and rated. It also allowed panel members to consider whether impact needed review and whether other issues may need to be considered for the Risk Register. The challenges regarding Election Bill which has now been passed was informative and I appreciate the effort of the presenting officer in responding to my questions and remarks that I submitted prior to the February meeting as I was unable to attend”.*

**Councillor Andrew Cooper – Lead Member**

*“One of the real challenges we examined on the Corporate Scrutiny Panel was how Kirklees going would recruit staff for the key functions of the Council for everything from Highways to Housing. The Peoples Strategy showed how the Council is going to address these challenges which affect all Councils. It is not necessarily going to be easy to address the problems given the shortages of skills in the Labour market, but the Council is seeking to address them.*

*Our IT services have kept the Council going during the most challenging of circumstances and are now adjusting to a new world of work that embraces home working and hot desking in a way that may not have happened for many years hence. What has also been good to see, is Kirklees staff helping schools and community organisations get to grips with IT issues.*

*An area that we examined in some detail was the Council's financial management and I have been impressed at the depth of information we were provided with. For the Corporate Scrutiny Panel going forward it will be interesting to see how Kirklees manages in what looks like being even more challenging times."*

### **Looking forward to 2022/23**

At the start of the new municipal year the Cabinet Member and Strategic Director with responsibility for Corporate Services will be invited to the meeting to assist the Panel in shaping and developing its work programme for the year ahead.

# **Economy and Neighbourhoods Scrutiny Panel**

## **2021/22**

<b>Panel Membership</b>
Councillor Harpreet Uppal (Chair)
Councillor Gwen Lowe
Councillor Yusra Hussain
Councillor Martyn Bolt
Councillor John Taylor
Councillor Robert Iredale
Chris Friend (Co-optee)
Andrew Bird (Co-optee)

### **Work Programme 2021/2022**

- Kirklees Resource and Waste Strategy.
- Dewsbury Town Centre Update.
- A62 Cooper Bridge Improvement Corridor.
- Review of Winter Maintenance Services (including the link to planning).
- The Cultural Heart.
- Waste Disposal Interim Arrangements.
- Hot Food Takeaway SPD.
- Kirklees Housing and Neighbourhoods Update (including Estate Management).
- Procurement of Waste Treatment Services.
- Smaller Towns Programme.
- Kirklees Inclusive Economic Strategy Refresh.
- Place Partnership Leads: Active Travel Update.
- Huddersfield Blueprint Update including the Cultural Heart.
- Bus Stations update part of the Transforming Cities Fund.

- Playable Spaces Update.

## Panel Highlights

### Kirklees Resource and Waste Strategy

The Panel considered the Kirklees Resource and Waste Strategy 2021-2030 prior to adoption at full Council in September 2021.

In 2019 the Council declared a climate emergency and published its vision of a clean, green, sustainable future for Kirklees with zero waste to landfill. The aim was to make Kirklees completely carbon neutral by 2038.

The Panel were informed that development of the waste strategy played a large part in realising that vision and noted that a key part of the strategy was the 'reduce, reuse, recycle' initiative which aimed to reduce the waste produced locally. This involved



working with local communities, businesses, and residents to change their relationship with waste, to instead see the materials that they usually throw away as resources.

When undertaking its pre-decision scrutiny of the forthcoming strategy the Panel considered a number of key areas, including what steps would be taken to reducing contamination, the education and involvement of local communities and understanding how the success of the strategy would be measured.

### Outcomes

The Panel welcomed the Kirklees Resource and Waste Strategy and highlighted that it was important to embed its key principals across the Council. The Panel also noted the significance of the educational aspect of the strategy and in focusing on

encouraging local communities to engage within themselves the scheme would bring local knowledge, experience, and contacts together.

The Panel further felt it was important to measure the success of the scheme following implementation and it was agreed going forwards that the key performance indicators in relation to the strategy be provided to the Panel along with specific statistics which showed what the current picture in Kirklees was, and what was to be achieved going forwards.

## **Waste Disposal Interim Arrangements and Procurement of Waste Treatment Services**

The Kirklees Resource and Waste Strategy set out the future requirements for waste treatment and processing services to enable the delivery of the ambition.

In relation to this, the Panel considered a report on the commercial offer to secure an interim 2-year extension to the waste disposal contract. The interim contract arrangements were agreed by Cabinet on 21st September 2021.

This was followed by the Panel's pre-decision scrutiny of the report Procurement Options for Waste Management, where the Panel considered the key outcomes and recommendations of the Outline Business Case (OBC) for the procurement of the new Waste Management Contract.

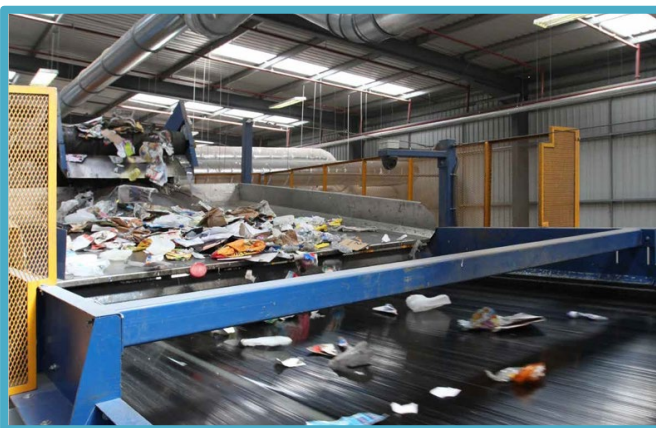
## **Outcomes**

The Panel highlighted that the information provided was clear and transparent which helped members to understand the process that identified the preferred option. The Panel commended the approach taken noting it as an exemplar of good pre-decision scrutiny and decision making.

The Panel recommended that:

- Clear timescales be set in relation to communication and public engagement.
- Engagement with residents continued to be a key focus moving forward, including the education of children and communities in the changing approaches and attitudes to waste.
- Further monitoring was undertaken around the energy from waste facility and any changes to emissions.
- Further investigation was undertaken to provide clear details of the connection between the energy from waste facility and the district heat network.
- Where there was a long period of delegated authority, public updates should be provided to the Cabinet.
- That visits to the Energy from Waste Facility and Materials Recycling Facility be arranged for Panel members.

## **Energy from Waste Facility and Materials Recycling Facility Scrutiny Visit**



Arising from the Panel's scrutiny of the Procurement of Waste Treatment Services, Panel members were invited to visit the Energy from Waste Facility and Materials Recycling Facility in Huddersfield.

The visit took place on 17th March 2021, where Panel members were joined by the Strategic Director for Environment and Climate Change and other senior officers from the directorate for a tour of the waste and recycling facility located on Diamond Street in Huddersfield.

During the tour, Panel members were shown how recyclable material is processed, separated and baled ready for re-use, and how non-recyclable material is put to

good use as an alternative to fossil fuels creating enough electricity to power over 15,000 homes.

## **Call in of Cabinet Decision in relation to the A62 Cooper Bridge Improvement Corridor**

On 2 November 2021, the Economy and Neighbourhoods Scrutiny Panel considered a call-in request on the decision made by Cabinet on 12 October 2021 relating to the A62 Cooper Bridge Improvement Corridor.



During the meeting, the Panel received evidence from the Councillors who were signatories to the Call-In, the Cabinet Member for Regeneration, and senior Officers from Growth and Regeneration Department on the rationale for the decision. The Panel also considered verbal and written submissions from members of the public and Ward Councillors.

The Panel focused on the areas outlined in the validated Call-in notice which included issues connected with clarity around responses to technical questions asked at Cabinet. Key issues included the impact on traffic flow, air quality and the locality during the works; reference to modern transport design guidance; lack of measurable outcomes and insufficient details of alternatives considered.

Having considered the evidence, in accordance with the Overview and Scrutiny Procedure Rules, the Panel had three options available to it:

- To take no further action and free the decision for implementation.
- To refer it back to Cabinet with recommendations for amendment.
- To refer it back to the next Council, if the Panel considered that the decision was not made in accordance with the budget or policy framework.

When making a decision the Panel considered all the information presented at the meeting and assessed the call-in notice against three specific decision-making principles which were:

1. **Relevant considerations** (issues relating to a number of unanswered technical questions).
2. **Clarity** (in respect of the objectives and the measurable outcomes the scheme hoped to achieve).
3. **Options** (As no details of the alternatives considered were presented as part of the Cabinet report).

During their deliberations, the Panel concluded that the report and information provided at the Cabinet meeting held on 12 October 2021 should have been clearer in relation to what exactly the decision committed the Council to with regard to the Outline Business Case and what issues would return for further decision as part of the process for agreeing the Full Business Case. The Panel further identified that clarity was also needed in respect of the delegations given to the Strategic Director Growth and Regeneration.

With regard to the issue of Options, the Panel were advised that work had been undertaken to consider up to 30 options. The Panel acknowledged that a process had been followed to discount several schemes but felt that the Cabinet report should have provided a summary in relation to this process.

## **Outcomes**

The Panel agreed to refer the matter back to the Cabinet with the following recommendations for amendment:

### Relevant consideration

1. That the scheme needed to demonstrate clearly how it fit with the Master Plan for the area and the wider issues for Bradley.



## Clarity

2. The delegations and the language within the report needed to be clearer and reference that they related specifically to the Outline Business Case as stated during the Scrutiny Panel meeting.
3. Officers' recommendations also needed to be clearer in the Cabinet paper to demonstrate that the Cabinet were deciding on the Outline Business Case and that the Full Business Case would be returning to Cabinet for approval.

## Options

4. Further clarity and awareness were required when explaining the process of developing both the Outline Business Case and Full Business Case.
5. A high-level summary or short narrative of the 30 options should be included within the Cabinet report for consideration.



The Panel further recommended that the following key Learning Points arising from the Call-in meeting also be considered by the Cabinet:

1. Clearer language needs to be used in reports to help people to understand the process of the different stages of this type of project.
2. That future reports should be drafted using clear and simple language.

3. Answers to the technical questions were provided at the Scrutiny Panel meeting, but these should have been answered at Cabinet prior to the decision being taken.
4. The Panel recognised the scheme had been an evolving process over many years and many areas had been addressed in informal processes and meetings. However, in some areas, particularly in reference to the options available, were not made clear in the formal report before Cabinet.

Looking forwards, the Panel also requested a commitment that regular reports be submitted to the Panel for Pre-Decision scrutiny as the scheme develops. These updates should include issues around modal shift, air quality measures and community engagement. Cabinet accepted all recommendations.

### **The Huddersfield Blueprint, including the Cultural Heart**

The Panel considered a detailed update on the Huddersfield Blueprint including a focus on the Cultural Heart.

During the meeting, the Panel were joined by officers from Growth and Regeneration, the Cabinet Member for Regeneration, and the Architects from Feilden Clegg Bradley Studios.

The update included a presentation which highlighted the key points in respect of the 10-year vision for Huddersfield and covered a variety of key projects such as the George Hotel, Northumberland Street and the Huddersfield Market, the Station to Stadium Enterprise Corridor, New Street, the Bus Station Improvement Plans and Town Centre Living.

The Panel also considered a report in respects of the Council's vision for a new Cultural Heart to be built around Queensgate Market and the existing Library and Art Gallery building. This was followed by an update from the Architects from Feilden Clegg Bradley Studios (who had been appointed through a public competitive

process for master planning and architects) who provided the Panel with a summary of activities to date.

In the discussion to follow, the Panel focused on the following key areas:

- Engagement with elected members and scrutiny as the Huddersfield Blueprint and the Cultural Heart progressed.
- Connectivity and Accessibility, including how people travel to and from the town centre and encouraging active travel.
- Safety, creating family friendly places and reducing antisocial behaviour.
- Sustainable design and reducing emissions in the town centre.

## **Outcomes**

The Panel welcomed plans relating to the Huddersfield Blueprint and the Cultural Heart highlighting that safety, accessibility, and sustainability should be the key priorities of the schemes and that these areas should be the central themes considered at every stage of development.

There were some concerns around consultation with elected members and the Panel recommended that detailed consideration continue to be given to improving engagement with Local Councillors and Scrutiny as the projects developed. The Panel also made the suggestion that Cross Party Working on the plans would be beneficial looking forwards.

The Panel felt that improving connectivity was important, including how people travel around the town centre and particularly to and between the bus and train stations. To benefit the pedestrian and to reduce emissions in the town centre, the Panel also highlighted that consideration should be given to the use of underground tunnels for deliveries.

## **Children's Scrutiny Panel 2021/22**

<b>Panel Membership</b>	
	Councillor Andrew Marchington (Lead Member)
	Councillor Paul White
	Councillor Richard Smith
	Councillor Elizabeth Reynolds
	Councillor Jackie Ramsay
	Councillor Joshua Sheard
	Dale O'Neill (Co-optee)
	Linda Summers (Co-optee)
	Toni Bromley (Co-optee)

### **Work Programme for 2021/22**

- Review of the Improvement Journey.
- Educational Outcomes and Kirklees Future Commission Learning Strategy.
- Multi Systemic Therapies (MSTs).
- Number of children in care.
- Youth Justice Plan (services and initiatives) and anti-social behaviour.
- Partnership arrangements and visits.
- Special Educational Needs and High Needs.
- Performance Information.
- Elective Home Education.
- Voice of the child.
- Engagement of Families Together.

## **Panel Highlights**

### **Educational Outcomes and Kirklees Future Commission Learning Strategy**

In June 2021, the Chair of the Panel attended the Futures Expert Strategy Group on 30<sup>th</sup> June and found that there had been very positive engagement from school leaders and officers at the meeting. All information discussed at the session confirmed that all cases had been investigated and that no children were found to be at risk.

In July 2021, the Panel considered an update on the Kirklees Future Commission Learning Strategy, focusing on the aims of the Strategy and how these were to be met, what would be achieved, and how the aims would be assessed and measured.

The Panel received a copy of the report on “Our Kirklees Futures - the Kirklees Learning Strategy” approved by Cabinet on the 5<sup>th</sup> October 2021 which summarised its co-production and development and outlined the future strategic approach to learning in Kirklees. The report requested approval for the Council to adopt the strategy and sought delegated authority to progress the implementation and planned delivery of activity in line with proposed timelines and governance with the Council’s key strategic partners.

In March 2022, the Panel considered the draft Kirklees Annual Education Quality and Standards Report which outlined the challenges faced by schools in 2020/21, information in relation to how the system responded to the pandemic, the supportive challenge throughout the academic year and the impact as a result and ongoing school improvement priorities aligned with the Kirklees Learning Strategies ‘Our Kirklees Futures’.

The Panel acknowledged that it was good to have a framework in place to look at the future and help children / young people to achieve the best outcomes. The data told

its own story, acknowledging that it opened appropriate doors for the future and provided good foundations for lifelong learning, and for children / young people to be happy and healthy in Kirklees. Jo-Anne Sanders thanked the Panel for their feedback which would help inform the 'Our Kirklees Futures' report and noted that it was important to reflect back over the past 2 years, particularly in relation to the dedication and commitment of colleagues which needed to be amplified.

## **Outcomes**

- In June 2021, the Chair of the Panel agreed to report back to future meetings on issues of relevance considered by the Quality Assurance Panel.
- In July 2021, the Panel agreed to submit questions to officers of any further areas they wished to scrutinise on Educational Outcomes, and the Lead Member agreed to keep a watching brief on the Learning Strategy and its development.
- In March 2022, the Panel agreed that information in relation to place based working and strong partnerships which existed and continued to develop be added to point 3.3 of the report to Cabinet to help strengthen it.

## **Multi-Systemic Therapies (MSTs)**

The Panel visited the Multi-systemic Therapy Team on the 10<sup>th</sup> March 2022 and received a very warm welcome from the team. The Panel met with the Team Manager, Therapists and Psychologists and observed and gained an understanding of the impact of the work being undertaken by the team. The Panel asked questions which focussed on data collection and performance, how the voice of the child was considered in supervision of the team and future development of staff.

An account of a real-life scenario was played back to the Panel via video of a father who had received the support from the MST team in connection with his son and successful parenting techniques. Officers delivered a presentation on the 'Voice of the Parent' which covered an explanation of MST, Adaptations of MST-FIT, the journey of MST so far in Kirklees, outcomes and cost benefits of MST and MST-FIT

and next steps. Some members of the panel also spent time with the team to meet staff and observe the supervision and consultation process.



In May 2022, the Chair of the Panel was invited to meet with the MST Lead in the United Kingdom and Ireland to learn more about education research being completed with the Royal Holloway, University of London. The Chair met with Dr Simone Fox, one of the leading MST experts from Seattle who was visiting the MST Team.

## **Outcomes**

The Panel agreed to visit the Healds Road Residential Home during the 2022/23 municipal year.

## **Youth Justice Plan**

In July 2021, the Panel received a verbal update on the Youth Justice Plan which highlighted the following key points:

- The Youth Justice plan was currently on route to Lead Members and Cabinet which outlined the ambition and intention in taking the Youth Justice Service forward.

- An overview of the service, annual performance and priorities for the next 4 years.
- An explanation that the Plan's priorities was to reduce the number of first-time entrants, reduce re offending, reduce the use of custody, improve participation of Children and Families to develop approaches and desistence, tackle disproportionality and reduce serious youth violence.
- The priorities would be approached through People, Partners and Places. Disproportionality was a priority within the plan and tackling inequalities was a theme through the entirety of the plan.
- The plan had been created and aligned with the wider council priorities and plans with reference to Vision, Approach and Values.

The Panel visited the Youth Engagement Service, Exploitation Screening Panel and Youth Justice Service on the 18<sup>th</sup> November 2021 and met with Team Managers and staff. Discussions took place regarding:

- The HM Inspectorate of Probation inspection, which recognised the interaction within the team and young people within the Youth Justice Offending Team and the restorative practice which took place with the offender and victim.
- Child Sexual Exploitation and names of offenders that had been released. A concern was raised by the Panel around the impact on the wider family.

## **Outcomes**

- In July 2021, the Panel agreed to re-visit the Youth Offending Team to follow up on their previous visit made in 2020.
- At the visit to the Youth Engagement Service in November 2021, the Panel agreed that a detailed discussion would take place at a future meeting of the Panel, along with a discussion around the practices as the team were moving into a contextual safeguarding process.



## **Partnership arrangements and visits by the Panel**

The Panel visited both internal teams and external partners during the 2021/22 municipal year. The following information gives a summary on a few of the visits which took place:

### **Liquid Logic Development Group**

On the 9<sup>th</sup> March 2022, the Panel visited the Liquid Logic Development Group via a Teams meeting. The Panel's main findings from the visit were:

- Everything in Liquid Logic was linked with tableau so officers could see clear live data.
- The Partner relationships were strong and worked together to find the best outcome.
- Children were able to provide feedback through portals.
- Clinics were held where families were able to provide feedback that allowed the service to work with all partners and provide good training.

### **Children's Social Care Team at Slaithwaite**

On the 21<sup>st</sup> September 2021, the Panel visited the Children's Social Care Team at Slaithwaite Town Hall and met with Social Workers and Team Managers. The Panel's main findings from the visit were:

- There were 4 Social Work Team Clusters based in Dewsbury, Batley, Central and the Valleys (Slaithwaite) with 3 team managers and 18 Social workers, ensuring workload was evenly balanced across teams.
- 5 student social workers had been based in the team during the previous year and all had stayed to successfully gain employment with the Council.
- A data run was produced daily, if any deadlines had not been met, the Social Worker had to provide their manager with a narrative of the problem.
- Service managers had performance meetings every 2 weeks; a service action plan was in place for each cluster.

- Partnership working had increased considerably, relationships with education teams had increased as it was essential the clusters worked with health and education colleagues, they also worked with partners across domestic violence, health and CAMHS.
- Liquid Logic allowed officers to capture the voice of the child.
- Social workers felt they were valued, they got the right support from practitioners and managers and felt there were opportunities for progression within the team.



Quotes from officers on the day were:

*“With babies that can’t speak for themselves and are non-verbal, we see that they have a voice, and we have to understand are they happy, and use this in terms of decision making of what is best for that child.”*

*“I attended a panel on Friday to discuss a baby and we agreed to formalise the adoption which would provide permanence for the child. I got feedback that it was my ability to bring the voice of the non-verbal child alive, and how I had articulated it which had brought it to life on paper and had helped the right decision to be made for that child.”*



## Early Support

Members of the Panel visited the following areas of the Early Support service:

- Crow Nest Adventure Playground – Fearless people doing ‘out of school’ club on the 21<sup>st</sup> December 2021.

- Detached Youth Work on the 8<sup>th</sup> February 2022.
- Early Years Support Senior Leadership Team on the 2<sup>nd</sup> December 2021.
- Local Offer and Inclusion Support Offer on the 18<sup>th</sup> January 2022 and received feedback from Special Educational Needs Co-ordinators.

## Front Door

On the 14<sup>th</sup> October 2021, members of the Panel visited the Front Door Team at Civic 3 and met with the Head of Service, Team Managers, Early Support Consultant, Senior Practitioner and a Police partner. The Panel's main findings from the visit were:

- Decisions about children were made on how to act upon information about health, well-being, and safety and these decisions were explained, and it was about who would be the best partner to provide that information.
- Partners the team worked with were Schools, Health Services and Police.
- A meeting took place every Monday to review data from Tableau, the meetings were an opportunity for all parties to attend, and share best practice on cases discussed.
- The voice of the child was captured through speaking with partners, parents/carers, and the children themselves.



Quotes from Officers on the day were:

*“We provide training with other partners to provide information on processes and why it is important to capture the child’s voice.”*

*“We would assume an 18-month-old child would want to live in a loving home that was warm and free from Domestic Violence, it’s what a child would expect”.*

### **Engagement of Families Together (Family Hubs)**

In September and October 2021, members of the Panel were invited to attend a session with Councillors to give an update on the implementation of the Families Together Scheme. The sessions discussed the structuring of the programme and establishing partnership boards. There are 4 geographical areas, and each were to have their own families together Area Partnership Board.

In December 2021, the Panel considered a presentation on the Kirklees Families Together Area Partnerships which outlined how they were established and how effectively they were working.

### **Outcomes**

- The Panel agreed to observe local groups of the families together project when these had been set up (March 2022 onwards) and during these visits would consider the services on offer and how these were communicated, and sign posted to the residents of Kirklees.
- The Panel agreed to consider a future update on the review of the Families Together hubs and the review of the Hub Co-Ordinator role and noted that some Head Teachers had agreed to be part of the review.

### **Looking forward to 2022/23**

The panel agreed that as well as considering reports on important issues relating to children, they would continue to visit key teams and partners, for example, Children’s

Social Care Teams, PCAN Social meetings with parents, Healds Road Residential Home and the new YPAT premises in Ravensthorpe.

The Panel also hope to liaise with the One Voice Team to engage with young people to seek their views on being home educated. The Panel plan to meet with parents who were involved in the Ad Hoc Panel on Elective Home Education to seek feedback from them on how well the Action Plan agreed at Cabinet in December 2020 has been progressed and implemented.

There are a number of areas where the panel will continue to scrutinise progress, including the Review of the Improvement Journey for Children's Services, Educational and Learning Outcomes and the Special Educational Needs and High Needs which will include seeking Feedback from PCAN and parents on SENDACT and the Outcome of the SEND Inspection and Transformation Plan.

The Panel will focus on some new areas of scrutiny such as the Independent Review of Children's Social Care – White Paper. The Panel also agreed to look at the Ladder Project (Colne Valley, Golcar and Lindley) and other work directly in schools (Spen Valley) around children's mental health and explore how the roll out of NHS mental health support for children and young people was progressing in those areas.

### **Comment from Cllr Andrew Marchington, Chair**

*"As always, I would like to thank everyone who has contributed to the work of the panel in 21/22. My particular thanks go to the teams and external partners who have made us so welcome during the year. We have had the privilege of observing work with and on behalf of young people which has been most helpful and has given the panel a deeper appreciation of the challenges facing children, young people and their families and carers, and what is being done to help.*

*Several panel members have made additional visits, especially Councillor Ramsay and Councillor Reynolds, and they have provided detailed feedback at our Panel meetings.*

*We are already well into the work of 22/23 and are looking forward to seeing and hearing about continued progress in the improvement journey.”*

### **Comments from Co-optees and previous Panel Members**

#### **Councillor Jackie Ramsay said**

*“I thoroughly enjoyed my year on the Children’s Scrutiny panel. It was clear from the start that the Chair understood the Children’s Services agenda, and that the Children’s Services Managers were keen to ensure the services were continually improving. Like other services we became aware of some recruitment issues that were delaying improvement plans, but overall, we were assured by the data we were provided, alongside service feedback and visits, that genuine improvements were being made. I liked the proforma for visits as I felt we were capturing our views in a consistent manner. I particularly enjoyed meeting with the small detached youth team one evening, who were working closely with a local community centre to offer something for young people other than ‘hanging about’ on the local sports field.”*

#### **Toni Bromley (Co-optee) said**

*“I feel very proud to be able to help some of the most vulnerable children and young people in Kirklees and make sure the systems in place are in their best interests. It’s been a positive experience too and has given me a purpose again and the confidence to do more than I was doing before I started as a co-optee”*

# **West Yorkshire Combined Authority Scrutiny**

## **2021/22**

Prior to the election of the first mayor, the Combined Authority had a generalist single overview and scrutiny committee. Following the agreement of the devolution deal, and during the formation of the constitution, it was agreed to adopt a multiple thematic committee structure to expand the number of scrutiny members from 18 to 48.

The Combined Authority currently has three scrutiny committees:

1. **Corporate Scrutiny Committee** (*chaired by Cllr Peter Harrand, Leeds*): this committee oversees the organisation's '**corporate assets**', resources, plans, policies and projects – such as finances, audit, human resources, technology and systems, governance, procurement, property assets, assurance, and overall strategy and performance.
2. **Economy Scrutiny Committee** (*chaired by Cllr Richard Smith, Kirklees*): this committee oversees the region's '**economic assets**', resources, policies, plans and projects – such as the economy, international trade, inward investment, businesses, employment sites and enterprise zones, people and skills, colleges, universities, culture, media and sport.
3. **Transport & Infrastructure Scrutiny Committee** (*chaired by Cllr Amanda Parsons-Hulse, Calderdale*): this committee oversees the region's '**physical assets**', resources, plans, policies and projects – such as transport network and infrastructure (bus, rail, roads, bikes, active travel), infrastructure projects, place (planning, housing and communities), and the natural environment and resources (including the waterways, climate, forests, green land).

Each committee has 16 members – 3 from each of the 5 WY districts, and 1 non-voting York member – and is politically balanced.

The 2021/22 municipal year saw the implementation of a new expanded Scrutiny Function. During 2021/22, time was dedicated to financial matters, particularly receiving detailed updates on budget and business planning. Workshops were held on budget planning and inward investment (including Channel 4) with focus on behaviour change relating to the usage and service provision of public transport. Three Mayor's Question Times were held in which Members questioned the Mayor on her direct and soft powers relating to each of the Committees' pre-agreed topics.



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