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**Service Director – Legal, Governance and
Commissioning**

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Wednesday 28 February 2018

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Meeting Room 1 - Town Hall, Huddersfield** at **9.00 am** on **Thursday 8 March 2018**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Corporate Scrutiny Panel members are:-

Member

Councillor Gulfam Asif (Chair)

Councillor James Homewood

Councillor Mussarat Pervaiz

Councillor Hilary Richards

Councillor John Taylor

Councillor Carole Pattison

Philip Chaloner (Co-Optee)

Linda Summers (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

This is where Councillors who are attending as substitutes will say for whom they are attending.

2: Minutes of the Previous Meeting

1 - 4

To approve the Minutes of the meeting of the Committee held on 12 January 2018.

3: Interests

5 - 6

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Financial Monitoring Update

7 - 20

Members of the Committee will receive a presentation outlining the financial monitoring position at quarter 3, the budget highlights and impacts on services in the Corporate area.

Officer: Eamonn Croston

6: Corporate Scrutiny Panel work programme

21 - 24

The members of the committee will consider the updated work programme.

Officer: Alaina McGlade

7: Future Meeting

To note that the next meeting of the Panel will be Thursday 19 April 9:00am in the Council Chamber, Huddersfield Town Hall. The meeting will be webcast.

Officer: Alaina McGlade

Contact Officer: Alaina McGlade

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Friday 12th January 2018

Present: Councillor Gulfam Asif (Chair)
Councillor James Homewood
Councillor Hilary Richards
Councillor John Taylor
Councillor Carole Pattison

Co-optees Philip Chaloner
Linda Summers

In attendance: Carol Stump, Chief Librarian
Dave Thompson, Head of Access Strategy & Delivery
Councillor Graham Turner
Councillor Musarrat Khan

1 Minutes of the Previous Meeting

The minutes of the meeting held on 13 December 2017 were agreed as a correct record.

2 Interests

No interests were declared.

3 Admission of the Public

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

4 Financial Monitoring

RESOLVED - That the Q2 Financial monitoring report be considered at the next meeting of the Panel.

5 Access To Services

Members of the Panel received a report which outlined the Council's strategy for residents and communities to be able to readily access information, signposting and services in order to improve the customer experience and journey, first time, more of the time. The report explained that to deliver the outcome, the principles underpinning the service proposition were:

- **Digital by Design** in an inclusive way that recognised that not all sections of the population would be digitally literate or have access to technology.
- **Telephone and Face to Face** access where appropriate.
- **Community Hubs** where appropriate that co-locate a number of services – these could include adult and children's social care and communities teams.

Corporate Scrutiny Panel - 12 January 2018

- **Local Access Points** which have due regard to the wider assets within neighbourhoods, wards and communities which are well networked and supported a high quality back office.

Carol Stump, Chief Librarian and Dave Thompson, Head of Access Strategy and Delivery attended for the item. Ms Stump explained that it was important that customers experienced the same whichever centre they attended. The Panel was informed that it was important to consider building rationalisation and colocation. All the principles were underpinned by a mobile and agile workforce, which would include being able to 'touch down' at hubs, or being able to go into people's homes to assist them with accessing services.

Mr Thompson explained that the report before the Panel was about bringing together the learning from the projects that had been completed over the last couple of years.

The Panel raised a number of concerns about the current access to services questions that the public were asked, as they were not give the option to say that they would prefer services to be local to them. The Panel also expressed concern about the transport links between rural areas to their specified community hub, making travel extremely difficult. Ms Stump replied that they must take account of vulnerable people within the community, and that they were working with communities around local access points. It is understood that there would still be times when officers would need to go into people's homes to assist the more vulnerable members of the community. Ms Stump explained that there were mapping exercises ongoing which would map out what services were available and where, to ensure that customers were able to access the council if they were not able to do this digitally. However, Ms Stump informed the Panel that the majority of people wanted the council to go down the digital route.

In relation to the options given as part of the consultation, the Panel asked why open questions were not used to ask the public what they would prefer. The Panel also questioned the officers who wrote the questions that were put to the public as part of the consultation. The Panel heard that depending on which service was being consulted upon, depended on which team, along with the communications team, wrote the questions. Ms Stump explained that the council also worked with a research company who had been part of many consultations who guided and advised the service on putting together the consultation report. The Panel also noted that there was no merit in asking the public questions around services that the council could no longer provide, and would not be viable.

Mr Thompson informed the Panel that prior to 2012 when the two customer service centres were created in Huddersfield and Dewsbury, the customer experience was not a good one, given that they would need to travel to a number of different locations to access the services they needed. The feedback being received in the two contact centres is that customers valued the centralised locations, they were no longer in queues and only needed to attend one site to deal with the vast majority of services.

Corporate Scrutiny Panel - 12 January 2018

Mr Thompson explained that the customer service centre takes 1.5 million phone calls per year, and it was understood that a lot of people still used that route, including vulnerable people and their support workers. Mr Thompson informed the Panel that there was some work being done around the number of vulnerable people that attended with their support worker directly to the customer service centre. This would ensure that any decision made would continue to support vulnerable people within the community.

The Panel asked how the local access points would work in practice and how they would link into other services and areas of the council, for example KNH. Ms Stump explained that in those instances there were trained staff and volunteers who would know how to signpost people as a form of 'triage'. A good example Ms Stump explained, was Paddock Village Hall who the council worked closely with, and they worked with other services in the area. They would know how to contact relevant services, but also under a mobile and agile workforce, officers could touch-down in some of the spaces, with customers being able to make appointments in these spaces, perhaps it could be a doctor's surgery, where information could be given when needed. There would be a mapping process done around where people can access services in each area.

The Panel recognised that over the years, the public had become acquainted with different digital approaches within the private sector. However, the Panel noted that local government had suffered over the years from criticism that it had not kept up with the pace of change in the digital world and not being as efficient as it could be. The Panel welcomed the Access to Strategy approach, recognising that in some ways the local authority was catching up with other sectors. However, there was a danger that some members of the community could be left behind, particularly in rural districts where communications were not as good as in other areas.

The Panel felt that the Council should be making more use of Skype with members of the public being able to contact officers from their homes. Ms Stump advised the Panel that this was something that was being considered as the technology progressed. Mr Thompson explained that the aim was for the customers query to be dealt with at the first point of contact. However, he informed the Panel that the vast majority of people who went into the customer service centre were people who did not have access at home. The Panel raised questions around whether other services were online so that any customer skyping would also have the opportunity to complete forms electronically. Mr Thompson explained that his service was process mapping every face to face interaction so that any support that was needed could be identified before skype interviewing would be implemented.

The Panel questioned how many disabled parking spaces were outside the customer services centres in Dewsbury and Huddersfield, and how many bus stops were in the area for the public to use. Mr Thompson explained that there were 10 parking spaces in Huddersfield, with other spaces available underneath Civic Centre 1. Dewsbury had disabled spaces available at the side of the Town Hall and in other car parks around the area. Mr Thompson informed the Panel that the travel links around Huddersfield and Dewsbury Centres were good, but understood the concerns about customers travelling to the customer service centres from rural areas.

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The Panel expressed a need for officers working in the community hubs who knew and understood the local area, particularly in rural parts where what appeared to be a short journey, could in fact prove difficult to navigate by public transport. Ms Stump informed the Panel that this as an area that would be looked at both for the library consultation and the access to services strategy, and which was why local access points were being set up.

Mr Thompson informed the Panel that the document scanners that were at the customer service centres had ground breaking technology, developed by staff within the council working alongside a partner.

The Panel were advised that mystery shopping was an integral part of the service delivery and officers agreed to share the outcomes with members of the Panel.

RESOLVED -

- (a) That Carol Stump and Dave Thompson be thanked for their report and attending the meeting.
- (b) That information relating to 'mystery shopping' of customer service centres be sent to members of the Panel.

6 Forward Agenda Plan / Date of Next Meeting

To note that the next meeting of the Scrutiny Panel will be held on 9 February 2018 at 9.00am.

RESOLVED -

- (a) That the Agenda Plan be noted.
- (b) That the next meeting of the Scrutiny panel will be held on 9 February 2018.

KIRKLEES COUNCIL					
COUNCIL/CABINET/COMMITTEE MEETINGS ETC					
DECLARATION OF INTERESTS					
Corporate Scrutiny Panel					
Name of Councillor					
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest		

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Overview & Scrutiny Committee – 8 March 2018

- Quarter 3 Financial Monitoring position 2017-18
- Approved budget 2018-20 key highlights
- What does it mean for services in the corporate area



Quarter 3 Financial Monitoring 2017-18

Headlines



Quarter 3 financial monitoring - Revenue

- Net Revenue Budget £308m
- Headline £54m savings target
- Forecast overall underspend of £3.3m (1.1%)
- Collection Fund projected in-year surplus £2.5m
- Housing Revenue Account;£93m budget, forecast £411k surplus (0.4%)

Revenue – headlines

- overspend of £6.2m on Children & families (mainly agency & external placements)

(plus underlying pressure on High needs block in excess of £4m)

- underspend of £4.0m on Adults & Health (net of £5.7m additional BCF funding allocated in-year)
- Net underspends across Economy & Infrastructure (£2.1m), Corporate Services (£1.5m) and Central Budgets (£1.9m)
- The above forecasts were largely in view in earlier monitoring, and informed formulation of approved budget plans for 2018-20

	As at 1st April 2017	Reserves supporting 2017-18 MTFP	Other Planned drawdown in-year	Forecasted Reserves Position as at 31st March 2018
	£'000	£'000	£'000	£'000
Statutory (School Reserves)	(11,852)		2,090	(9,762)
Earmarked				
Financial Resilience Reserves	(28,046)	-	-	(28,046)
Earmarked (Other)	(39,494)	7,700	10,990	(20,804)
Sub-Total	(67,540)	7,700	10,990	(48,850)
General Balances	(10,718)	3,485	-	(7,233)
Grand Total	(90,110)	11,185	13,080	(65,845)

- HRA Reserves year end forecast £55m (increase of £3m in-year)

Quarter 3 financial monitoring - Capital

By Category	Revised Budget £000	Annual forecast £000	Variance £000
Strategic Priorities	33,954	11,544	(22,410)
Baseline	55,297	42,098	(13,199)
Risks & Pressures	2,500	0	(2,500)
<i>General Fund</i>	91,751	53,642	(38,109)
Strategic Priorities	4,153	915	(3,238)
Baseline	15,869	13,674	(2,195)
<i>Housing Revenue Account</i>	20,022	14,589	(5,433)
Total	111,773	68,231	(43,542)

Capital – headlines

- Strategic priorities includes slippage on HD-One development (£9m) and New North primary school (£4m) into 18/19, and re-phasing of HRA new build schemes (£3m) ; plus Kirklees College revolving credit facility not required (£6m)
- Baseline underspend includes risks & pressures (£2.5m), slippage on integrated transport schemes (£2m), learning & early support (£2.5m), economy & regeneration (£3.8m)
- Capital rollover proposals will be considered by members as part of the financial outturn & rollover report (cabinet June, Council July)

Council approved medium term Financial Plan

2018-20

Headlines



Approved budget 2018-20 - headlines

Summary general fund revenue position 2018-20	MTFP	MTFP
	2018-19	2019-20
	£000	£000
Funding available 17-21 MTFP	(281,171)	(276,756)
Funding Adjustments	(10,056)	(7,465)
Funding Available (18-20 MTFP)	(291,227)	(284,221)
Spending plans 17-21 MTFP (before savings)	291,078	285,965
Net Spending adjustments	16,267	27,654
Existing savings (rolled forward from 17-21 MTFP)	(11,058)	(20,955)
New Savings (18-20 MTFP)	(5,060)	(8,443)
Spending Plans (18-20 MTFP)	291,227	284,221

2018-20 budget headlines

- Every child has the best start in life - Improvement Plan Budget Strategy factors in existing pressures, review of previously assumed savings deliverability, and new savings proposals
- Learning & Skills - review of organisational capacity requirements and breathing space to explore Directorate wide collaborative opportunities
- Adult Social Care – demand led growth factored in for Learning Disabilities ,Older People demographics and external contractor cost pressures ; short-term funded through improved BCF 18/19 allocation

2018-20 budget headlines

- Economy & Infrastructure ; range of measures around town centre vibrancy; (includes £45m capital investment), getting more value from the resources we have, and some re-profiling of savings across years;
- other capital investment highlights include £25m property investment fund, sports facility for north Kirklees, and increased affordable housing (including specialist provision)

Impact on Services in the Corporate area

- Corporate services ; includes a range of further efficiencies including further cross-cutting proposals, and review of corporate capacity requirements in key areas
- Support for Council as democratic organisation - approved budget reversed some previous savings in light of outcome of democracy commission review
- Some resource included for priority proposals including new investment in town centres and villages, transformation fund, and volunteering/community capacity

2018-20 budget headlines

- Headline 5.99% Council Tax Increase
- Headline 2% staff pay award
- Additional £1.162m Adult Social Care Support Grant allocation (national £150m made available in 18/19 only)
- Kirklees part of 100% business rates LCR Pilot; 2018/19 only ; potential for additional resources to be generated
- Technical treasury management policy change – release of £9m revenue resources annually over the next y10 years into reserves

2018-20 budget headlines

- Financial strategy underpinned by the need to strengthen the Council's financial resilience over the medium & longer term

(Waste Contract review/High Needs strategic review both in view)
- Current uncertainty on national funding position for local government beyond 2020
- Environmental context remains challenging ; potential future interest rate, inflation pressures and consequential impact on local economy, health & wellbeing, Council budget
- Government green paper containing proposals to reform care & support for older people (Summer 2018)
- 75% business rates retention scheme proposed from 20/21
- Fair funding review of needs and resources also proposed to coincide with the above

Corporate Scrutiny Panel

Agenda Plan 2017/18

Date of Meeting	Issues for Consideration	Officer Contact
<p>Thursday 14th September 2017</p> <p style="text-align: center;">3pm – 5pm</p> <p style="text-align: center;">Mtg Room 1, HTH</p>	<p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Approach to Scrutiny – Prioritising, Planning, Establish Work Programme</p> <p style="text-align: center;">Dates of future meetings</p>	Alaina McGlade
<p>Friday 20th October 2017</p> <p style="text-align: center;">9am – 11am</p> <p style="text-align: center;">Council Chamber, HTH</p> <p style="text-align: center;"><i>CSC Tour at 8.15am</i></p>	<p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Financial Monitoring</p> <p style="text-align: center;">Democracy Commission</p> <p style="text-align: center;">IT System</p> <p style="text-align: center;">Work Programme/ Agenda Plan</p>	<p>Debbie Hogg</p> <p>Carl Whistlecraft/ Cllr Scott</p> <p>Andrew Brammall/ Dave Thompson</p> <p>Alaina McGlade</p>
<p>Wednesday 15th November 2017</p> <p style="text-align: center;">9am – 11am</p> <p style="text-align: center;">Council Chamber, HTH</p>	<p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Procurement (9am) <i>(Move to the December Mtg)</i></p> <p style="text-align: center;">Assets Programme Update (9.45am)</p> <p style="text-align: center;">Transformation Programme Overview (10.30)</p> <p style="text-align: center;">Work Programme/ Agenda Plan</p>	<p>Julie Muscroft/ Jane Lockwood</p> <p>Paul Kemp/ Joe Tingle, Jacqui Gedman</p> <p>Alaina McGlade</p>

<p>Wednesday 13th December 2017</p> <p>1pm – 3pm</p> <p>Council Chamber, HTH</p> <p><i>(No pre meeting)</i></p>	<p>Public Items:</p> <p>Procurement</p> <p>Commissioning Authority</p> <p>Work Programme / Agenda Plan</p>	<p>Jane Lockwood / Julie Muscroft (1.00 p.m.)</p> <p>Jacqui Gedman</p> <p>Penny Bunker</p>
<p>Friday 12th January 2018</p> <p>2pm – 4pm</p> <p>Council Chamber, HTH</p> <p><i>Informal Pre-meeting at 1.30pm??</i></p>	<p>Public Items:</p> <p>Financial Monitoring (2.00)</p> <p>Access to Services (IT) (2.45)</p> <p>Transformation Programme – officers to report (3.15)</p> <p>Work Programme / Agenda Plan (4.00)</p>	<p>Debbie Hogg/ Eamonn Croston</p> <p>Dave Thompson / Carol Stump</p> <p>Michelle Nuttall</p> <p>Alaina McGlade</p>
<p>Friday 9th February 2018</p> <p>CANCELLED</p> <p>9am – 11am</p> <p>Council Chamber, HTH</p>	<p>Public Items:</p> <p>Financial Monitoring (TBC)</p> <p>Democracy Commission Update</p> <p>Informal Items</p>	<p>Debbie Hogg</p> <p>Cllr Cathy Scott / Carl Whistlecraft</p>

<p>Thursday 8th March 2018</p> <p>9am – 11am</p> <p>Meeting Room 1, HTH</p>	<p>Public Items:</p> <p>Financial Monitoring</p> <p>Transformation Programme</p> <p>Informal Items</p>	<p>Eamonn Croston</p> <p>Andy Simcox/ David Hamilton</p>
<p>Thursday 19th April 2018</p> <p>9am – 11am</p> <p>Council Chamber, HTH</p>	<p>Public Items:</p> <p>Cabinet Member End of Year Update</p> <p>Democracy Commission Update</p> <p>Informal Items</p>	<p>Cllrs Turner & Khan</p> <p>Cllr Cathy Scott / Carl Whistlecraft</p>

- Libraries Review - Out to consultation for statutory 12 week period from January 2018. Following analysis of findings a report is scheduled to go to Cabinet in July 2018.
- JST raised Street Lighting problems

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