

Public Document Pack



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

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Thursday 4 July 2019

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **10.00 am** on **Friday 12 July 2019**.

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 Andrew Cooper (Chair)

Councillor Mahmood Akhtar

Councillor James Homewood

Councillor John Lawson

Councillor Will Simpson

Councillor John Taylor

Philip Chaloner (Co-Optee)

Nathan Paul (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Minutes of the Previous Meeting

1 - 8

To approve the minutes of the meeting held on 12th April 2019.

2: Interests

9 - 10

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.

3: 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.

4: Deputations/Petitions

The Board will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the Public should provide at least 24 hours' notice of presenting a deputation.

5: Public Question Time

The Board will hear any questions from the general public.

6: Request for Late Urgent Item

The Panel considered a request for a late item to be considered on leaving the EU preparations.

7: Work Programme 2019/20

11 - 18

The Panel will discuss its Work Programme for 2019/20.

Contact: Sheila Dykes, Principal Governance & Democratic
Engagement Officer
Tel: 01484 221000

8: Leaving the EU Preparations

To consider a position statement on Kirklees Council's preparations for leaving the European Union.

9: Dates Of Meetings 2019/20

19 - 20

The Panel will set meeting dates for the 2019/20 municipal year.

Contact: Sheila Dykes, Principal Governance & Democratic
Engagement Officer
Tel: 01484 221000

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Friday 12th April 2019

- Present: Councillor Gulfam Asif (Chair)
Councillor James Homewood
Councillor Hilary Richards
Councillor John Taylor
Councillor Will Simpson
- Co-optees Philip Chaloner
Linda Summers
- In attendance: Councillor Graham Turner, Cabinet Member, Corporate
Eamonn Croston, Service Director Finance
Jayne Healey, Employee Health Care Manager
Ben Hodgson, Strategic Category Manager
Janine King, Employee Health Care Partner
Jane Lockwood, Head of Procurement and
Commissioning Support
Deborah Lucas, Head of People Services
Julie Muscroft, Service Director Legal, Governance and
Commissioning
- Observers: Nathan Paul

1 Minutes of the Previous Meeting

The minutes of the meeting of the Panel held on 29 November 2019 were agreed as a correct record.

2 Interests

No interests were declared.

3 Admission of the Public

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

4 People Strategy (Staff Wellbeing)

Deborah Lucas, Head of People Services presented a report which provided an update on the Health and Wellbeing strand of the Kirklees People Strategy, which had been launched in November 2017, and how staff are being supported to be healthy and well in the workplace. She answered Members' questions along with Jayne Healey, Employee Health Care Manager and Janine King, Employee Health Care Partner.

Deborah explained that:

- The Employee Health Care Unit had transformed its more traditional, reactive approach to become a proactive targeted service providing; early intervention

Corporate Scrutiny Panel - 12 April 2019

and prevention; a focus on staff wellbeing rather than absence; and a holistic view of wellbeing including physical, mental and financial support.

- In addition, a modernised 'wellbeing offer' had been developed which encouraged self-care and included the facility for employees to self-refer to a range of services.
- These changes had achieved a steady fall in levels of sickness absence across the Council since their introduction.
- Partnership working with agencies such as the NHS and Public Health was of great value.
- There were a number of plans and ambitions for the future including achieving SEQOHS (Safe Effective Quality Occupational Health Service) accreditation and recognition as a Centre of Excellence for Occupational Health Care.
- Visits by Members to the centre at Rowan Bank were welcomed.

Key points from the Panel's discussion and responses to questions were as follows:

- The service would aim to continue to reduce levels of sickness absence; the average across the public sector was currently 8 ½ days per annum.
- Any trends or 'hotspots' in data were monitored and, if necessary, work would be undertaken to establish if there was a root cause.
- Training was being provided for managers to help them to consider any impact that might arise from workplace culture and in supporting staff wellbeing. Work was also being undertaken with schools to develop processes to better support staff.
- The Service was working with Public Health and an application had been made for additional funding to roll-out the Mental Health First Aid Course as additional training for managers, to help them in identifying issues at an early stage. Use of the 'WRAP' mental health tool was also being considered.
- In terms of how often work related stress was cited as a cause of mental health absence; it was explained that mental health was often complex, involving multiple contributory factors and, in addition, individuals may be reluctant to report issues with work as a reason for absence. There were also issues in terms of confidentiality. More work was needed in respect of how data on the contributory factors was captured and also in increasing staff confidence in reporting work as a factor. The new approach may assist in gathering better detailed information.
- There were now a significant number of Wellbeing Champions in the organisation and this was considered to be an effective way of finding out what the situation was at 'grassroots' level in different service areas. The Service also worked closely with Human Resources. If a hotspot area was identified this could be addressed, perhaps by offering resilience training to staff.

RESOLVED -

- (1) That Deborah Lucas, Head of People Services; Jayne Healey, Employee Health Care Manager and Janine King, Employee Health Care Partner be thanked for their informative presentation.
- (2) That the proactive and positive work being undertaken by People Services and the results being achieved be welcomed.

Corporate Scrutiny Panel - 12 April 2019

- (3) That it be noted that the work strand of the Kirklees People Strategy focussing on 'Attraction and Retention' will include a review of the induction process.
- (4) That it be requested that future reports include information on; the development and progress of the 'Workplace Wellbeing Champions' initiative; the development of work to identify and address any areas of particular pressure within the organisation; and a breakdown of the sickness figures into long term and short term absence.

5 Cabinet Member End of Year Update

Councillor Graham Turner, Cabinet Member for Corporate attended the meeting to update members on the progress made on his priorities for the 2018/19 Municipal Year.

Councillor Turner noted that lot of the work detailed in his report would be ongoing for at least one more year and invited questions from Members.

Key points from the Panel's discussion and responses to questions were as set out below:

- The official launch of 'Woven' was to take place the following week at the Textile Centre of Excellence; it was anticipated that this would be an excellent initiative promoting a positive message about the district and its ongoing involvement in textile manufacturing.
- In response to issues raised in respect of the impact on library volunteers and cover, particularly during Summer months, it was explained that the £300,000 budget saving for 2019/20 would not necessarily have to be achieved through front line staffing; amongst other things there were plans to outsource the home delivery service which would bring about substantial savings. It was stressed that volunteers were much valued and would continue to be supported. It was hoped that having a clear plan for the future would help provide more stability and certainty for volunteers. Workforce planning, for example in respect of holiday times, was a challenge for all organisations and this situation would be managed.
- Libraries had a much wider remit than ever before. In addition to loaning books they provided a safe space and a hub for local communities and offered added value in a number of ways. They would continue to be protected and developed. Kirklees had been recognised as having a good operating model.
- Illustrative figures, in respect of footfall for example, to show the impact of initiatives and provide some context in terms of the targets, could be included in the next update report.
- It was noted that International Knitting in Public Day was on 8th June.
- The reasons for the current difficulties in high street retail were considered to be more complex than just an increase in online shopping; work was being undertaken to try and understand the situation and to consider what could be done to address the decline whilst recognising that there were a number of things that the Council could not control, such as the level of business rates.
- It was accepted on a national basis that provision of a better cultural offer led to better footfall.

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- The Council could try and assist retail businesses to access opportunities to utilise technology, and advice and support was available to local businesses if they required it; this would include referrals to appropriate agencies. The overall improvement of the district's digital infrastructure was in progress.

RESOLVED -

- (1) That Councillor Graham Turner be thanked for attending the meeting to present his report to the Panel and answer Members' questions.
- (2) That it be requested that the next update to the Panel include some narrative to illustrate whether projects had achieved their aim, such as increased footfall or an increase in creative and digital start-up businesses; whether this was to the extent that had been anticipated; and the wider impact of any achievements.

6 High Level Overview of Quarter 3 Financial Monitoring Report and Other Key Financial Management Updates

The Panel received a report in respect of the issues arising from the Quarter 3 Financial Monitoring Report 2018/19, as reported to Cabinet on 19 March 2019, and other key financial management updates.

Eamonn Croston, Service Director Finance presented the report highlighting the following points:

- The reported overspend in Quarter 2 had now been brought down in Quarter 3 to a forecast of just over £1 million. This was due to a number of factors including, at national level, Government recognition of the continuing pressure on high needs education spending, which had led to additional in-year funding, and a one-off redistribution of surplus business rates of just over £1 million. There was also an impact from the ongoing work being undertaken by Service and Budget Managers and recalibration throughout the year. By year end it was anticipated that there would be a break-even position.
- Reports would be submitted to Cabinet and Council in June/July on the year end position and the refresh of the 5 Year Capital Plan. No revenue rollover was anticipated.
- Post 2020 there was no certainty about the national funding position which made forward projection difficult. There were two ongoing consultations in respect of potential redistribution of national funding: the Fair Funding Review and the Business Rates Retention Review. It was noted that there had been considerable feedback in respect of a proposal to remove the deprivation factor from the Foundation Formula which would have a significant impact on urban councils. The reviews were intended to lead to firmer proposals later in the year. At this stage Kirklees had kept a relatively neutral forecast position in the recently approved budget proposals.
- The Chartered Institute of Public Finance and Accountancy (CIPFA) Resilience Index gave a benchmark and context, comparing the level of reserves with other metropolitan local authorities. This indicated that the Authority's current position was not outside the norm. The position on reserves would continue to be reviewed consistently going forward.

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Key points from the Panel's discussion and responses to questions were as follows:

- The information in the Resilience Index was anonymised, it just gave a relative position. The level of reserves held by each authority was a judgement call and depended on the local context and circumstances as well as the commonalities.
- It was reassuring that new issues were not arising and the pressures were being both anticipated and managed.
- It was acknowledged that there had been a significant in-year overspend in respect of school transport. The base budget provision had been increased to address a structural deficit; there was also an impact on this budget from some of the demand led factors. There was an approved saving in the plans, consideration of which would include review of the overall provision and outcomes.
- It was recognised that the re-profiling of the Capital Plan needed to be realistic to ensure the authority had the capacity to deliver its ambitions within the timescales. Consideration was being given to undertaking a baseline study of project management capacity and efforts were being made to recruit or commission the necessary technical expertise and support. There was a reserve of £4 million in the budget to support strategic investment including buying in extra development capacity.
- In respect of slippage in relation to the one-off information technology projects; a number of the costs had not yet materialised but when they did they would be capitalised, there would be no impact on the revenue budget. A significant proportion of the cost of design work related to staff and technical expertise. A prudent level of resource had originally been set aside to support the upgrade of IT systems to ensure GDPR compliance; some areas were still coming through although the figure may ultimately be smaller than originally anticipated.
- In terms of Treasury Management some slippage was assumed, at a prudent level, but this would be reviewed on an ongoing basis.
- In respect of the 'Housing Growth' priority within the Housing Revenue Account, there had been some unforeseen delays relating to larger scale developments but in-year delivery of properties was still happening.
- Over recent years the levels of ad-hoc or short term funding at national level had increased; it was acknowledged that the local government sector needed a longer term sustainable funding solution but until this was in place the authority would have to continue to manage the budget accordingly.
- Procurement did look at due diligence for contractors (undertaking capital schemes) and there was a robust process of assessment but sometimes issues occurred that were outside the Council's control.
- CIPFA's Resilience Index provided some reassurance, with Kirklees being placed towards the centre point. Until there was some clarity about the national funding position the level of reserves would always be a matter of judgement.

RESOLVED –

- (1) That Eamonn Croston be thanked for his comprehensive report.

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- (2) That further detail be provided to Members in respect of the Leeds City Region Revolving Fund.
- (3) That a future report include information in respect of the management of the Capital Plan in terms of re-profiling and the availability of resources and capacity to deliver its ambitions.

7 Procurement Update

The Panel received a further update in respect of procurement including activities in relation to social value/local wealth building and the implementation of the new procurement operating model.

Jane Lockwood, Head of Procurement and Commissioning Support presented the report with the following highlights:

- 15 of the 20 vacancies in the team were now filled.
- The headlines from the final CLES (Centre for Local Economic Strategies) report were encouraging and indicated a significant increase in the levels of local spend albeit the methodology used by CLES was slightly different.
- CLES had made a number of recommendations; and a cross department group had been established to review and prioritise these for Kirklees and to develop an action plan, including timescales for implementation.
- The tracker produced in conjunction with Deloitte as part of the transformation project had been for that moment in time and it was noted that the savings were not attributable solely to procurement activity as such.
- For the future, the new Procurement Measures Tracker would assist procurement in being more transparent; showing what had been done and where value had been added. A populated tracker could be submitted to a future meeting of the Panel.
- Examples of effective procurement exercises were outlined.
- Feedback mechanisms had been introduced for stakeholders and suppliers on their experience in dealing with the team with results also being passed back to commissioning colleagues.

Julie Muscroft, Service Director, Legal, Governance and Commissioning was pleased to report that the Procurement Team had recently been nominated for three UK National GO Awards.

Key points from the Panel's discussion and responses to questions were as follows:

- The workshop held in March had been very helpful and had provided clarity on a number of issues including how much spend came back into the local area.
- The level of work being undertaken by the team was evident and congratulations were offered on the award nominations.
- Information in respect of the level of savings achieved and the level of local spend should be shared more widely.
- At this point the data was not available that would make it possible to pinpoint any particular areas of the authority where local spend was at a lower level.
- The multiple effect of local spend in terms of the local economy was recognised.

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- It had been anticipated that the broader analysis beyond the top 300 suppliers would have generated a higher percentage figure for local spend; however if the data was properly cleansed it was considered highly likely that this would have been the case.

RESOLVED -

- (1) That Jane Lockwood, Head of Procurement and Commissioning Support; Julie Muscroft, Service Director – Legal, Governance and Commissioning and Ben Hodgson, Strategic Category Manager be thanked for attending the meeting and that the shortlisting of the Procurement and Commissioning Support Service for three UK National GO Awards be welcomed.
- (2) That a populated Procurement Measures Tracker be submitted to a future meeting of the Panel.
- (3) That an update report be considered for inclusion on the Panel's Work Programme for 2019/20.

8 Review of 2018/19 Work Programme

RESOLVED - That Members notify the Principal Governance and Democratic Engagement Officer of any suggestions for potential items for consideration for inclusion in the Panel's 2019/20 Work Programme.

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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.

Name of meeting: Corporate Scrutiny Panel

Date: 12th July 2019

Title of report: Setting the Work Programme for 2019/20

Purpose of report

To consider the areas of work for inclusion in the Panel's Work Programme for 2019/20.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Director</u> & name Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? Is it also signed off by the Service Director (Legal Governance and Monitoring)?	No – This report has been produced for information and to help inform the Work Programme discussions.
Cabinet member portfolio(s)	Corporate

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: Public

1. Summary

- 1.1 Attached at Appendix 1 is the Panel's draft Work Programme for 2019/20. Members are asked to review the programme and to agree the issues to be considered in 2019/20, including the approach to be taken for each issue.
- 1.2 Members are also requested to consider any additional issues that they consider to be of a strategic priority that they would wish to include in the 2019/20 work programme.
- 1.3 The Cabinet Member for Corporate has been invited to attend the meeting to assist the Panel in setting its work programme for the year.

2. Information required to take a decision

N/A

3. Implications for the Council

N/A

4. **Consultees and their opinions**
N/A
5. **Next steps**
Following the Panel's discussion, the agreed work programme will be taken forward for consideration by the Overview and Scrutiny Management Committee on 22nd July 2019 and work will commence on developing the Panel's work schedule for the next twelve months.
6. **Officer recommendations and reasons**
That the Panel review the draft work programme and agree the issues for inclusion in its 2019/20 work schedule.
7. **Cabinet portfolio holder's recommendations**
N/A
8. **Contact officer**
Sheila Dykes, Principal Governance & Democratic Engagement Officer,
Tel: 01484 221000 E-mail: sheila.dykes@kirklees.gov.uk
9. **Background Papers and History of Decisions**
N/A
10. **Service Director responsible**
Julie Muscroft, Legal, Governance and Commissioning

CORPORATE SCRUTINY PANEL – DRAFT WORK PROGRAMME 2019/20

MEMBERS: Councillors Andrew Cooper (Lead Member), Mahmood Akhtar, James Homewood, John Lawson, Will Simpson, John Taylor
Co-optees: Nathan Paul, Philip Chaloner

SUPPORT: Sheila Dykes, Principal Governance & Democratic Engagement Officer

FULL PANEL DISCUSSION		
ISSUE	APPROACH/AREAS OF FOCUS	NOTES
1. Financial Monitoring (To include training)	<p>Timeline for updates:</p> <p>October Further review of MTFP - headline assumptions / financial resilience / budget risk</p> <p>November Financial Management Update - current monitoring/ budget update</p> <p>January Provisional financial settlement / Autumn Budget/Story so far</p> <p>February Links to service plans and performance</p> <p>March End of year summary /start of next year monitoring plan; include link to corporate plans and service plans & budgets</p>	<p>See separate work programme at Appendix 1</p> <p>Future report to include information in respect of the management of the Capital Plan in terms of re-profiling and the availability of resources and capacity to deliver its ambitions.</p> <p>Training to be identified in consultation with Members.</p>
2. Corporate Plan	<p>Corporate Plan refresh</p> <p>Embed and implementation</p>	<p>Living in Kirklees survey to be shared with the Panel before its next distribution and Panel to incorporate a discussion on citizen engagement as part of this item;</p>
3. Libraries Review (to include Access to Services)		<ul style="list-style-type: none"> • Update on progress new municipal year, including current decision making process and next steps. • Briefing in relation to work with the University of Huddersfield on the development of an archiving plan.

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<p>4. Transformation Programme</p>	<p>Work streams to include:</p> <ul style="list-style-type: none"> - Procurement - Commercialisation (pre-scrutiny – what can we learn?) - To understand the changes being made to procurement and monitor the impacts of savings being made. - To understand the council’s approach to commercialisation and identify any learning points to be considered - To contribute to the development of a Commercialisation Strategy <p><i>Training session by LGA on Commercialisation to be arranged early in new municipal year</i></p>	
<p>5. People Strategy</p>	<p>To understand the delivery against the People Strategy</p> <p>Work streams:</p> <ul style="list-style-type: none"> • Attraction and retention • Development • Health & Wellbeing <p>Development considered 11/10/18 Health & Wellbeing considered 12/4/19</p> <p>Attraction and Retention to do</p>	<ul style="list-style-type: none"> • Panel to regularly receive a copy of the organisation’s performance dashboard; • Noted that the work strand of the Kirklees People Strategy focussing on ‘Attraction and Retention’ will include a review of the induction process. • Future reports to include information on the development and progress of the ‘Workplace Wellbeing Champions’ initiative; the development of work to identify and address any areas of particular pressure within the organisation; and a breakdown of the sickness figures into long term and short term absence.
<p>6. IT Strategy Development</p>	<p>Maintain overview of development of the IT Strategy</p> <ul style="list-style-type: none"> • New approach to digital transformation 	

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
	<ul style="list-style-type: none"> • How residents interact with the Council 	
7. Land and Property Lettings Policy	To consider the policy and how it applies to community groups and the consistency of approach with other council strategies.	Link to development of Corporate Asset Strategy Accommodation Strategy / utilities Role in partnerships
8. Organisational Communications Strategy	To examine the principles of managing internal/external communications	
9. Cabinet Member – Priorities Councillor Graham Turner		Panel requested that the next update include some narrative to illustrate whether projects had achieved their aim, such as increased footfall or an increase in creative and digital start-up businesses, whether this was to the extent that had been anticipated and the wider impact of any achievements.

LEAD MEMBER BRIEFING/MONITORING

ISSUE	APPROACH/AREAS OF FOCUS	NOTES

Financial Scrutiny – Work Programme

Appendix 1

Topic	Areas of focus	Actions	Anticipated Outcomes
Financial Planning	<ul style="list-style-type: none"> • MTFP • Annual Council Budget • Reserves Policy 	<ul style="list-style-type: none"> • How is the Corporate Plan informed by financial strategy • Are all of the Council’s strategies in sync? • Consider if the Annual Budget set in accordance with MTFP? • Have targets been met and how are these measured? • Outline of any overspends/underspends and how these have been considered for future budget planning • Outline of any implications arising from service plans • Is the level of reserves in line with the MTFP? 	<ul style="list-style-type: none"> • Is the impact of resource allocation, decisions and spending measured? • Are financial targets appropriate in relation to the MTFP forecast and monitored regularly? • Is Social Value of spending measured, where appropriate? • Are targets being achieved?
Financial Management	<ul style="list-style-type: none"> • Budget Monitoring 	<ul style="list-style-type: none"> • Consider revisions to current budget, including pressures and arising issues and compare to last year’s statements. • Consider Executive’s proposals for next financial year. • Consider provisional settlement and Executive’s response. • Consider final budget proposals. 	<ul style="list-style-type: none"> • Have planned service outputs been achieved? (<i>Link to performance monitoring</i>) • What has been achieved from additional resources? • Have resources been managed effectively throughout the year? • Where does this year’s outturn leave the council finances for next year?
Savings and Efficiency Plans	<ul style="list-style-type: none"> • MTFP • Council Budget 	<ul style="list-style-type: none"> • Are efficiency plans being managed with adequate resources? 	<ul style="list-style-type: none"> • Were objectives outlined and achieved? • What savings were not

Financial Scrutiny – Work Programme

Appendix 1

		<ul style="list-style-type: none"> • What variances have arisen during the year? • Are variations reviewed and linked back to original strategy? • How is the impact on services being monitored? 	<p>achieved and how is the impact of this being managed?</p>
Citizen Participation	<ul style="list-style-type: none"> • Public Participation 	<ul style="list-style-type: none"> • How engaged are the public with the Council's financial processes? • Do items on the forward plan reflect interests and concerns of the public (and service users)? • How is social media used to enable public participation? • How do decision makers take into account the views of the public currently? 	<ul style="list-style-type: none"> • Has there been an increase in participation of the public?

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Corporate Scrutiny Panel Proposed Schedule of Meetings 2019/20

Friday 20th September 2019 at 10.00 a.m.

Friday 18th October 2019 at 10.00 a.m.

Friday 15th November 2019 at 2.00 p.m.

Friday 10th January 2020 at 10.00 a.m.

Friday 28th February 2020 at 10.00 a.m.

Friday 27th March 2020 at 10.00 a.m.

Meetings will be held in the Council Chamber, Huddersfield Town Hall

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