

Public Document Pack



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

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Thursday 10 October 2019

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **9.30 am** on **Friday 18 October 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 - 6

To approve the Minutes of the meeting of the Committee held on 20 September 2019.

2: Interests

7 - 8

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 Committee 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 meeting will hear any questions from the general public.

6: Quarter 1 Corporate Performance Report

9 - 18

The report provides the Panel with an overview of the Council's corporate performance at the end of Quarter 1 2019/20 in respect of those aspects of the report that relate to the Corporate Plan aspiration to 'work smart and deliver effectively and efficiently'.

Contact Officer:

Nick McMillan – Directorate Performance Lead Officer

Tel: 01484 221000.

7: Work Programme 2019/20

19 - 24

The Panel will review its Work Programme for 2019/20

Contact Officer:

Sheila Dykes – Principal Governance and Democratic Engagement Officer

Tel: 01484 221000.

Contact Officer: Sheila Dykes

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Friday 20th September 2019

Present: Councillor Andrew Cooper (Chair)
Councillor James Homewood
Councillor John Lawson
Councillor Will Simpson
Councillor John Taylor

Co-optees Philip Chaloner
Nathan Paul

Apologies: Councillor Mahmood Akhtar

1 Membership of the Committee

Apologies were received from Councillor Akhtar.

2 Minutes of the Previous Meeting

That the minutes of the meeting held on 12 July 2019 be agreed as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

That all items be considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No public questions were received.

7 Preparations for leaving the European Union (EU)

A report was submitted which provided an update for the Panel in respect of Kirklees preparations as the UK gets ready to leave the European Union (EU), with a particular focus on a “No Deal” scenario.

Sue Weston – Strategic Partnership Lead, Business and Skills and Sean Westerby – Emergency Planning and Business Continuity Manager highlighted the following matters in presenting the report:

- The picture remained one of uncertainty and fluidity.
- The Council’s nominated Brexit Lead, with a remit to oversee preparations, was Naz Parkar, the Service Director for Housing, Economy and Infrastructure and the key aspects of this role were set out in the report.

Corporate Scrutiny Panel - 20 September 2019

- A Tactical Brexit Team including representation from Council service areas and partners was meeting on a regular basis.
- The Council was part of the West Yorkshire Resilience Forum.
- Conversations were taking place with local service providers and voluntary organisations about their readiness for leaving the EU.
- There were established links with the Regional Lead and Central Government and proactive information sharing arrangements.
- A local group had been created by the West Yorkshire Combined Authority with business leaders to consider the response necessary to deliver the support that business needed.

Sue also gave an outline of current economic analysis explaining that cash flow had been identified as a key issue/challenge for business. She said that the Mid Yorkshire Chamber of Commerce's survey for Quarter 1 had indicated that 51% of businesses in the region were confident that they would be able to deal with the impact of Brexit; 71% had given consideration to the potential impacts and 55% had mapped their customer and supplier base. Within Kirklees 14% expected there to be a beneficial impact and 29% detrimental.

She referred to a piece of work undertaken by the British Chambers of Commerce which set out their assessment of the Government guidance/information available to business in planning for 'no deal'.

She informed Members that a research study was to be commissioned to aid the team in having a clearer picture and a greater understanding of the current position and the potential economic impact on Kirklees. The study would use existing available research and would seek outputs in relation to: the latest Brexit context and scenarios; an assessment of business confidence; the current strategic and economic position in respect of employment and labour supply and sub sector analysis; the impact of Brexit on trade, regulation, investment and migration; consideration of international and national supply chains; an assessment of the extent to which current local policy and strategies will mitigate and support business; and the risks and opportunities. Members' input to this study would be welcomed.

A Member of the Panel commented that sections of the report were out of date and he considered some of the information to be misleading. It was explained that the reports had to be produced to deadlines in advance of the meeting and that the situation could change on a daily, if not hourly, basis and whilst other Members had different opinions on the inclusion of this information it was acknowledged that it might be helpful to include a date to provide context to such information in future reports.

The commissioning of the study was welcomed but it was stressed that the procurement process needed to be undertaken quickly to ensure that it was obtained in a timely manner.

Corporate Scrutiny Panel - 20 September 2019

In response to questions Sean and Sue explained that:

- The NHS had a workstream looking exclusively at the impact of Brexit on medical supplies and services and assurances had been given that continuity was being addressed.
- Tariffs were one of the key issues that required clarity. The key questions document produced by the British Chamber of Commerce and the latest regional Brexit and economic growth update could be circulated to Members.
- In terms of the responsibility of the Council on a wider basis if there were food shortages/price rises (other than impacting on the delivery of the key services it provides), work was being undertaken with food banks and the Council would act as a support mechanism.

It was proposed that a forecast of the likely impact on business rates in Kirklees be added to the list of issues to be addressed within the commissioned study.

Councillor Graham Turner, the Cabinet Member for Corporate Portfolio, explained that he was meeting with the relevant officers on a weekly basis and he had a scheduled teleconference call with the Secretary of State once a week. Regular meetings were also taking place at regional level to ensure that the Council was as prepared as possible. He said that work was being undertaken with food banks to assess their resilience and ability to cope should demand increase; as the Council had a role in supporting the most vulnerable. The Kirklees webpage was now operating and provided signposting to relevant government information; it took an approach that was standardised with other local authorities. A briefing note was being produced for elected members and the webpages would also be publicised through other channels, including social media.

Sean acknowledged that the support of EU looked after children and care leavers was an important issue; he said that the impacts were being assessed and support mechanisms put in place.

It was suggested that in light of the pressures on care homes and the reliance of this sector on EU citizens as employees the specific impact of this should be addressed within the commissioned study.

In response to further questions/comments it was explained that the aim was to be flexible, scalable and adaptable in approach so that the Council was able to react as necessary. Engagement was being carried out with voluntary groups at a local level and the West Yorkshire Resilience Forum, which undertook a coordination, co-operation and information sharing role, had a sub-group engaging with voluntary organisations.

RESOLVED -

- (1) That it be recommended that the following matters be included in the study to be commissioned in relation to the economic impact on Kirklees:
 - Potential impact on business rates.
 - Potential impact/risks associated specifically with the social care sector around workforce and financial viability and any consequential risk for the Council.

- (2) That it be noted that the Strategic Partnership Lead – Business will circulate;
- the document setting out the questions most frequently asked by businesses in relation to preparation for a no-deal exit from the EU, as compiled by the British Chambers of Commerce, and their assessment of the Government guidance available to business, and
 - the latest regional growth update, to Members of the Panel.

8 Financial Management Update 2019-20

Eamonn Croston – Service Director, Finance presented a report which provided a high level overview of the Council's financial monitoring, incorporating the current position in 2019-20 and an update on preparation for the forthcoming budget strategy update report to Cabinet/Council in early/mid-October. The key issues included:

- At this early stage, a small overspend of £2.0 million was forecast against the £287.1 m revenue budget. At the same point in 2018/19 the forecast had been an overspend of just under £5 million; this had been brought in by year-end and the expectation was that the £2.0 million would also be so.
- There was a forecast pressure of £4.2m on high needs provision. This would be transferred forward as a deficit against the Dedicated Schools Grant (DSG) as it was considered that it was not sustainable to continue to offset this level of unfunded pressure against the General Fund. He noted that a deficit of more than 1% of the overall sum would trigger a recovery plan and an increasing number of authorities were in a similar position. The Government had announced additional funding in the spending round announcement in recognition of some of the pressures.
- A further report would be submitted to the November meeting on the Budget Strategy Update which would allow further consideration of the core budget assumptions that will be used to formulate the financial framework.

In response to questions and comments from Members Eamonn said that:

- It was anticipated that the Capital Plan would be re-profiled for future years so that this could be reflected in the budget preparation process.
- A number of risks and pressures were already highlighted on the Corporate Risk Register and it was possible that Brexit may accelerate some of those pressures. There had been an early spending review announcement and a number of high level announcements in relation to social care and education funding and this had allowed assessments to be made of the likely implications for Kirklees for 2020/21. This position was regarded to have a degree of certainty irrespective of the national government position.
- In terms of the recovery plan it was a matter for each Council to determine its approach and there were a number of methods that could be employed to try and bring the deficit down over a 3 year period, although the position was predicated on the national funding position and there was no certainty beyond 2020/21 at this point. A robust set of actions was being developed as part of that planning but the consideration was not just the funding but the delivery of better outcomes for the children in that cohort.

Corporate Scrutiny Panel - 20 September 2019

- The amount that could be raised locally through the announced 2% Council Tax precept for social care and the burden on a band D property would be factored into the Budget Strategy Update report.
- It was acknowledged that there would be a number of inflationary pressures but that some of these could be contained through procurement procedures. The Council had a measured build-up of financial resilience reserves so had short term temporary funding available to mitigate some of those impacts if required.
- If there were any key structural issues that needed to be addressed as part of the baseline re-assessment, such as car parking charges, this would be considered as part of the forthcoming Budget Strategy Update.

RESOLVED - That the financial management update report be noted and the Panel looks forward to considering a further progress report, including the budget strategy update, at the November meeting.

9 **Work Programme 2019-20**

That the Panel's Work programme and forthcoming items be noted.

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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: 18th October 2019

Title of report: Quarter (1) Corporate Performance Report – extracts related to the Council’s aspiration to be effective and efficient in the delivery of its services

Purpose of report:

This report is to provide Corporate Scrutiny Panel with an overview of the Council’s corporate performance at the end of Quarter (1) 2019/20 in respect of those aspects of the report that relate to the Corporate Plan aspiration to “work smart and deliver effectively and efficiently”.

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?	No
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Yes
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall, Strategic Director – Corporate Strategy, Commissioning and Public Health
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Not applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Not applicable
Cabinet member portfolio	Cllr Graham Turner

Electoral wards affected: Not applicable

Ward councillors consulted: Not applicable

Public or private: Public

Has GDPR been considered? No personal data within report

1. Summary

Corporate performance for 19/20 aims to provide Cabinet with a quarterly overview of impact, improvement and risk against each of the seven shared Kirklees Outcomes together with an eighth outcome for the council to be 'effective and efficient' in the delivery of services. This is within the context of what is set out in the refreshed Corporate Plan for 2019/20. The approach continues to be in development. The major part of this development process took place in the second half of 2018/19, and is being finessed through the course of 19/20. From Quarter (2) in 2018/19 we assigned an intelligence and performance lead for each of the Outcomes to drive the development of focused and meaningful corporate performance content.

The implementation of a new data preparation and visual analytics tool is underway within the Intelligence Service. A number of dashboards are being developed and tested during Quarters (1) & (2) to respond to corporate priorities and to provide decision makers with ready access to timely data, intelligence and insights. Additional capacity has been brought in to the service to support implementation and identify opportunities for wider deployment of the software.

This report focuses on those aspects of the report that relate to the Corporate Plan aspiration to "work smart and deliver effectively and efficiently".

2. Information required to take a decision

The Key Highlights section of the report provides an overview from the main body of the report. Corporate Scrutiny Panel is invited to consider this overview in contribution to the Council's aspiration to be effective and efficient in the delivery of its services.

3. Implications for the Council

The attached presents extracts from the overall Quarter 1 Corporate Performance Report and aims to show the progress that relates to the efficient and effective outcome.

4. Consultees and their opinions

The attached report shows progress in relation to the Council's aspiration to be effective and efficient in the delivery of its services and, as part of the overall Quarter (1) report, has been discussed at Executive Team, Leadership Management Team and Cabinet. A Strategic Director has been assigned to each Outcome. The Strategic Director with oversight for the effective and efficient outcome is Rachel Spencer-Henshall.

The overall report has been provided to the Overview & Scrutiny Management Committee.

5. Next steps and timelines

Not applicable

6. Officer recommendations and reasons

It is recommended that the report is noted and for the Panel to consider the approach to intelligence and performance support

7. Cabinet Portfolio Holder's recommendations

Not applicable

8. Contact officer

Directorate Performance Lead Officer, Nick McMillan
Telephone – 01484 221000 Ext 73995
Email – nick.mcmillan@Kirklees.gov.uk

9. Background Papers and History of Decisions

Not applicable

10. **Service Director responsible**
Andy Simcox, Service Director for Strategy and Innovation

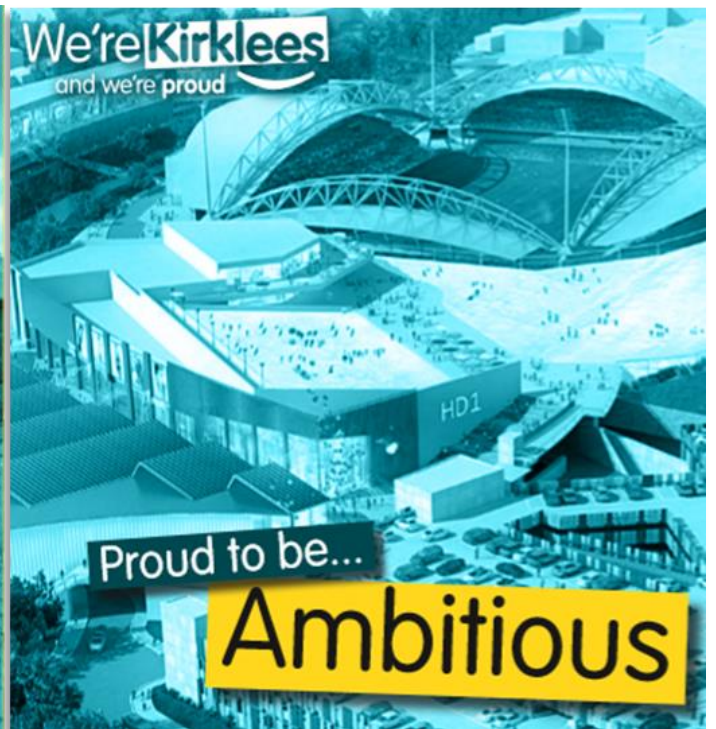
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Corporate Intelligence & Performance Analysis

Quarter (1)
April to June 2019

Extracts

Kirklees Council works smart and delivers efficiently and effectively



The corporate performance report aims to provide an overview of impact, improvement and risk against each of the seven Kirklees Outcomes, within the context of the aspirations set out in the Council's Corporate Plan. The following are extracts that relate to 'an effective and efficient organisation' from the overall report.

This section seeks to highlight clear areas of impact and risk, rather than summarising the activity presented in the main body of the report, and by Cabinet Priority.

Making the most of our resources

Sickness absence reduces by an average of 1.5 days per employee over the past year, with 10.7 as the current average number of days absent per employee



Agency spend continues to fall, following the pattern that we have seen throughout the year (spend in Q1 was £1.26m - the lowest spend over the last 5 quarters)

The percentage of staff seeking employment outside the Council has also fallen significantly in the past 12 months, from 20% to 13%



44% of Council spend with its top 300 suppliers (by value) is with Kirklees based suppliers, which amounts to £111 million



Efficient and Effective

Where the Council makes a contribution

As set out in the 2019/20 Corporate Plan, the Council is aiming to achieve progress and impact in the following five areas:

- Skilled, motivated and healthy staff
- Strong political leadership and an intelligence led Council
- Robust systems, processes and governance
- Collaborative, partnership working across public, private and voluntary sectors
- Transforming our organisation so that it is fit for purpose now and in the future

(1) The People Strategy

This quarter, there has been a focus on improving the organisation's workforce diversity data, with a campaign to encourage staff to report their personal data. This campaign has been very successful, with a return rate of almost 70% for staff who do not have access to SAP. This improvement in our workforce intelligence will enable us to target areas of under-representation in the workforce.

The People Service has also started to focus on senior management development and has drawn up a specification for the development of our future leaders which will focus on system leadership, inclusive leadership, intelligence led decision-making and leading beyond the organisation. It is proposed that this development programme will commence in the autumn.

The Staff Volunteering Scheme has also launched. Staff are allocated two paid days a year to undertake volunteering activities in the workplace. This not only supports our communities but also supports the wellbeing of our workforce.

Outputs and Impacts

- The percentage of staff seeking employment outside the Council has also fallen significantly in the past 12 months, from 20% to 13%.

(2) Sickness Absence

More detailed work is happening with Directorates through the production of workforce update reports which drill down into the key issues contributing to this figure. It is anticipated that we will continue to see levels of absence fall as a result of this work and the significant work that is taking place to improve health and wellbeing in the workplace.

Outputs and Impacts

In this quarter, we have started to see significant outcomes from the work that has taken place over the previous 12 months, in particular, the wellbeing of staff.

- Sickness absence reduced by an average of 1.5 days per employee per annum, with an average number of 10.7 days absent at the end of Q1.
- This improvement is also reflected in the wellbeing indicators in the staff survey which have improved across the board.

(3) Employee Resourcing

There continues to be an overall reduction in agency spend. HR staff continue to work with each Directorate to challenge agency spend and ensure that methods of resourcing applied are appropriate to service requirements.

Outputs and Impacts

- Agency spend continues to fall, following the pattern that we have seen throughout the year. Spend in Q1 was £1.26 [Q4 was £1.58m], which is the lowest spend over the last 5 quarters.
- Whilst there is a definite downward trend in spend, we are still seeing spend continuing in some areas such as Adults and Economy & Infrastructure. This is primarily due to cover for a number of critical vacancies as these are recruited to and the provision of additional capacity, pending a service review.
[It should be noted that where agency spend relates to cover for vacant posts, this is funded from within existing base budgets and is thus not an additional financial pressure.]

(4) Inclusion and Diversity

In Q1 activities have continued to help implement the Year 2 Action Plan.

Outputs and Impacts

- Continued targeted outreach and recruitment fairs creating a pool of potential applicants from diverse backgrounds
- A slight increase in Supported Internships for students with a learning disability. In an effort to improve, a Project SEARCH Steering Group has been established with colleagues from across the Authority - including Real Employment, Kirklees College, Project SEARCH and Calderdale and Kirklees Careers.
- An inclusive volunteering questionnaire has been designed and disseminated to identify barriers for people from diverse backgrounds getting involved in volunteering
- Specific training on unconscious bias in early 2019 was commissioned by the Youth Offending Team in response to the Lammy Report.
- A Diversity Awards Event is being planned for 15 November 2019 and a project manager has been appointed.
- There continues to be improved support to new migrants and asylum seekers. Over the past three months, as a result of the work on the Migration Resettlement plan, 13 families have been supported into work with many more volunteering and involved in a range of community-based activities. The plan has put in place specialist support for children and young people experiencing mental health difficulties.

(5) Procurement

An initial piece of work was undertaken in financial year 18/19 with the Centre for Local Economic Strategies (CLES) focussing more broadly on local wealth building (including supply chain analysis). A repeat supply chain analysis is anticipated in Quarter (2). Policy and procurement will be refreshing the procurement strategy and approach to embedding social value in contracts as part of this process. Timescales are to be agreed, but likely to be during Quarter (4).

(6) Intelligence

The implementation of a new data preparation and visual analytics tool is underway within the Intelligence Service. A number of dashboards are being developed and tested during Quarters (1) and (2) to respond to corporate priorities and to provide decision makers with ready access to timely data, intelligence and insights. Additional capacity has been brought into the service to support implementation and identify opportunities for wider deployment of the software.

(7) Local Wealth Creation

This subject was raised in reaction to the 'GVA' and 'Gross Disposable Household Income' trends data presented in the Q4 corporate performance report. In response, below is an introductory feature. Progress will be reported through the year.

For the Council in 2019/20, local wealth building has a number of strands which include spend for local impact, procurement, barriers to employment, local assets, tackling poverty, inclusive economic growth and understanding our local economic data. Activities during the Quarter have centred on three areas of delivery.

- **Relationship building:** the Council is working to build strong connections with local anchor institutions - the larger established organisations, rooted in local communities, which can improve local economic and social wellbeing through the use of their spend, employment practices, and use of land and assets. The Kirklees Inclusive Growth Group is now well established with anchor institutions. The leader of the Council is chair of the group. Engagement with anchor institutions is growing, as is an understanding of a shared purpose. Care is being taken to encourage leadership from within the group rather than to be dependent on council officers. In support, a bid is being made to the European Social Fund for extra posts to be co-located across the Council and larger anchor institutions with the aim of reforming recruitment processes to be more inclusive.
- **Asset transfer:** The Council currently offers a £5k grant to community organisations for asset transfer business case production and is looking to raising the value of this grant to £10k for complex asset transfers. Also, an analysis is currently underway to explore how the asset transfer process can be simplified where possible.
- **Tackling poverty:** Apprentices working for the Council have seen their wages doubled from April 2019. Also, the Council is currently writing a bid to poverty-proof the school day which, if successful, will support schools to identify and tackle the many financial barriers that prevent pupils from fully partaking in school life. The aim is to make school a more equitable place for all students, so that no activity or event within school life excludes those who have fewer financial resources.

Outputs & Impacts

- 44% of Council spend with its top 300 suppliers (by value) is with Kirklees based suppliers, which amounts to £111 million
- Of this £111 million, 35% is spent within the 20% most deprived communities
- 57% of spend is with small to medium sized enterprises (SMEs)
- 69% of Council spend with its top 300 suppliers (by value) is with suppliers in West Yorkshire (including Kirklees)

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CORPORATE SCRUTINY PANEL – 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)	Timeline for updates: September Further review of MTFP - headline assumptions / financial resilience / budget risk November Financial Management Update - current monitoring/ budget update January Provisional financial settlement / Autumn Budget/Story so far March Financial Management Update + end of year summary /start of next year monitoring plan; include link to corporate plans and service plans & budgets	See separate work programme at Appendix 1 Future report 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. <u>20th September 2019</u> Financial management update report noted and the Panel looks forward to considering a further progress report, including the budget strategy update, at the November meeting.
2. Corporate Plan	Corporate Plan refresh Embed and implementation	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;
3. Libraries Review (to include Access to Services)		<ul style="list-style-type: none"> • Update on progress. • 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. Procurement</p>	<p>Work streams to include:</p> <ul style="list-style-type: none"> - Procurement Strategy - To understand the changes being made to procurement and monitor the impacts of savings being made. 	
<p>5. Commercialisation Strategy</p>	<p>To scrutinise the development of a Commercialisation Strategy for the Council</p> <ul style="list-style-type: none"> - Informal introduction – 12.07.19 - Initial proposals for approach to future meeting, to include case studies <p><i>Training session by LGA on Commercialisation to be arranged.</i></p>	<p>Informal discussion with Panel held on 12.07.19</p>
<p>6. People Strategy</p>	<p>Delivery of the People Strategy</p> <p>Work streams:</p> <ul style="list-style-type: none"> • Attraction and retention – to do • <i>Development (11 October 2018)</i> • <i>Health & Wellbeing (12 April 2019)</i> 	<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.

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
<p>7. 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 • How residents interact with the Council/customer experience 	
<p>8. Leaving the EU preparations</p>	<p>To maintain an overview of the work of the Council to plan for the potential implications of leaving the EU</p> <ul style="list-style-type: none"> - Introductory discussion – 12.7.19 - Further discussion – 20.9.19 	<p><u>12th July 2019</u></p> <ul style="list-style-type: none"> • Requested that future report(s) include financial risks as part of treasury management preparation; details of critical processes within the Council that are currently dependent on partners in the EU. • Recommended that the care leavers age range within the report be extended to 25. <p><u>20th September 2019</u></p> <p>Recommended that the following matters be included in the study to be commissioned in relation to the economic impact on Kirklees:</p> <ul style="list-style-type: none"> • Potential impact on business rates. • Potential impact/risks associated specifically with the social care sector around workforce and financial viability and any consequential risk for the Council. <p>Strategic Partnership Lead – Business to circulate;</p> <ul style="list-style-type: none"> • the document setting out the questions most frequently asked by businesses in relation to preparation for a no-deal exit from the EU, as compiled by the British Chambers of Commerce, and their assessment of the Government guidance available to business, and • the latest regional growth update.

FULL PANEL DISCUSSION

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
9. Organisational Communications Strategy	To examine the principles of managing internal/external communications	
10. Cabinet Member – Priorities Councillor Graham Turner		<p><u>12th July 2019</u> Portfolio Holder provided brief update on priorities.</p> <p>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.</p>

LEAD MEMBER BRIEFING/MONITORING

ISSUE	APPROACH/AREAS OF FOCUS	NOTES
11. 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.	Asset transfers and asset divestment Link with place based agenda (OSMC)

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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

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		<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?