

Public Document Pack



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

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Monday 23 November 2020

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will hold a **Virtual Meeting - online** at **10.00 am** on **Tuesday 1 December 2020**.

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

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", on a light-colored background.

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)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Minutes of the Previous Meeting

1 - 8

To approve the minutes of the meeting of the Panel held on the 10th September 2020.

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 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: Questions by members of the public (Written Questions)

Due to current Covid-19 restrictions, Elected Members and members of the public may submit written questions to members of Corporate Scrutiny Panel. Any questions should be emailed to: jenny.bryce-chan@kirklees.gov.uk no later than 5pm on 27 November 2020.

In accordance with Council Procedure Rule 51(10) each person may submit a maximum of 4 written questions.

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions will not exceed 15 minutes.

Members of the Panel will provide an oral response to any questions received, or if they are not able to do so, a written response will be provided.

6: Leaving the EU Transition Period Preparations Update

11 - 16

A report which provides an update on ongoing Kirklees' preparations on specific issues relating to economic impact and the provision of EUSS application support to vulnerable groups.

Contact: David Bundy, Policy Officer, Strategy and Policy and Jonathan Nunn, Strategy & Policy Officer (Sustainable Economy), Strategy and Policy

7: Council Financial Management Update

17 - 38

High level Council financial management update incorporating current financial position 2020/21, including COVID impact, and progress on the Council's Medium-Term Financial Strategy for 2021/22 and future years.

Contact: Eamonn Croston, Service Director for Finance, James Anderson, Head of Service, Accountancy and Sarah Hill, Finance Manager, Accountancy

8: Work Programme 2020/21

39 - 42

The Panel will review its Work Programme for 2020/21.

Contact: Jenny Bryce-Chan, Principal Governance Officer.

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Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Thursday 10th September 2020

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

Co-optees Philip Chaloner

In attendance: Cllr Graham Turner, Cabinet Member
Deborah Lucas, Head of People Services
Pat Lewis, Organisational Development Service Manager
Lisa Melia, HD-One Transactional Service Manager
Andy Simcox, Service Director, Strategy, and Innovation
Michelle Moss, Acting HR Manager
Eamonn Croston, Service Director, Finance and Accountan
Jayne Healey, Employee Healthcare Manager
Lucy Wearmouth, Public Health Manager
Jonathan Nunn, Strategy Policy Officer
Chris Duffill, Head of Service, Business and Skills

1 Minutes of the Previous Meeting

The minutes of the meeting held on the 6 August 2020 were approved as a correct record.

2 Interests

No interests were declared.

3 Admission of the Public

All agenda items were considered in public session.

4 Deputations/Petitions

No deputations or petitions were received.

5 Questions by members of the public (Written Questions)

Due to current Covid-19 restrictions, Elected Members and members of the public may submit written questions to members of the Corporate Scrutiny Panel.

Corporate Scrutiny Panel - 10 September 2020

Any questions should be emailed to jenny.bryce-chan@kirklees.gov.uk no later than 5pm on Tuesday 8 September 2020.

In accordance with Council Procedure Rule 51(10) each person may submit a maximum of 4 written questions.

In accordance with Council Procedure Rule 11(5), the period allowed for the asking and answering of public questions will not exceed 15 minutes.

Members of the Panel will provide an oral response to any questions received, or if they are not able to do so, a written response will be provided.

RESOLVED

No written questions were received.

6 Council Plan

A request was made to defer this agenda item.

RESOLVED

That this item be deferred.

7 The People Strategy

Deborah Lucas, Head of People Services provided the Panel with an update on the People Strategy, advising that the appended report builds on three previous reports presented to the Panel in February 2020 and gives an update on the wellbeing, development, and attraction themes of the People Strategy. The report outlines the progress to date on the delivery of the People Strategy (2017 – 2020) and the approach to the refresh. In addition, it sets out the ongoing commitment to staff and provides an update in the context of the coronavirus pandemic and the recovery framework.

At a previous meeting, the Panel was invited to provide comment and suggestions and some of the key points that the Panel wanted to see incorporated in the refreshed strategy included a flexible approach to staff benefits, developing a better induction process, better tracking of internal promotions through the recruitment system and raising awareness of credit unions. The Panel was advised that in response, all the key points suggested by the Panel had either been or will be picked up as part of the refresh.

The Panel was informed that due to the lockdown, the planned engagement sessions with key stakeholders as part of the refresh had to be rethought through and in place of face to face sessions it was decided to draw upon the intelligence and learning coming out of the lockdown experience. The crisis has highlighted how flexible staff have been to change and has given a real insight into how much talent there is in the workforce.

Corporate Scrutiny Panel - 10 September 2020

The refresh work is shaping into a programme of work spanning three core areas and there are several projects that sit beneath each of these areas including:

- **Culture change** – one of the programmes being developed is the visual refresh of the People’s Strategy to bring it to life making it visual and impactful rather than being a wordy document
- **The Employee Portal** – it is recognised that it can be difficult to provide timely and effective engagement with frontline workers and the crisis has brought this to the fore. An urgent solution is needed not just to ensure that staff receive timely messages but also to ensure they can access all the support they need at work
- **Wellbeing** – a lot of work is being undertaken in this area looking at the short, medium, and long term. In the short term, looking at how staff are rewarded and motivated, particularly in this crisis. One example is sending out thank you packs to frontline workers as a gesture to recognise all their hard work during the pandemic. The feedback from staff has been positive and they welcome the recognition
- **Workforce planning** – this is possibly the biggest area of work and the new recruitment system, previously reported to the Panel has been successfully implemented, and almost, 100% of recruitment now takes place virtually. The feedback from managers and candidates has been positive. The system offers powerful intelligence to track candidates, which will help to identify at what stage a person might fall out of the process. This is particularly important to identify underrepresented groups in the workforce and will enable resources to be effectively targeted.

The Panel was informed that one important development that will be implemented shortly will be full blind recruitment. This means that recruiters will not be able to identify candidates by characteristics such as gender, age and disability and recruiting managers will only be able to see candidate number and not the full name. As well as trying to attract people from underrepresented groups to the workforce, it is also recognised that focus needs to be given to developing these groups of staff to enable them to grow and develop and move up the organisation.

A key group of staff underrepresented at a senior level within the organisation are people from Black and Minority Ethnic (BAME) groups. A great deal of work has been undertaken on this and, to address it, a programme of work on leadership and development targeted at BAME colleagues have been arranged. The ambition is that these targeted programmes will enable BAME colleagues to develop through the organisation into senior roles.

In response to the information presented, the Panel commented that it was pleased that recognition and focus was being given to working carers. Cllr Taylor commented that an area of concern that he had raised in various forums is the lack of measurement or recognition of one group that has the least beneficial outcome and that is young working-class white males. He stated that until intelligence is

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gathered this cohort cannot be effectively measured and therefore it is not possible ensure there is fairness and inclusion for all groups.

The Panel raised concern that some low paid workers do not have broadband or the right equipment to be able to work from home and asked what the council's approach is to digital inclusion. In response, the Panel was informed that the Pulse 3 survey will be around digital inclusion to try and understand how digitally enabled the workforce is and what further needs to be done.

RESOLVED

That Deborah Lucas and her team be thanked for providing an update on the People Strategy

8 Tackling Inequalities

A request was made to defer this agenda item.

RESOLVED

That this item be deferred.

9 Tackling Poverty Action Plan

Lucy Wearmouth, Policy, Intelligence and Public Health Manager, provided the Panel with an update on the tackling poverty action plan. The Panel was informed that the information being presented aimed to outline the approach being taken to tackle poverty on a local level and the pre-Covid and post-Covid response.

The Panel was informed that the language used around poverty and how poverty is framed is important as poverty is more than just not having enough money. It is also about a lack of opportunity and a lack of choice and the impact that can have on a person's dignity is significant. There is a stigma round poverty and people may not want to talk about their situation and may not even recognise that they are living in poverty.

Ms Wearmouth advised the Panel that the preferred definition of poverty is from the Joseph Roundtree foundation as follows: “

Poverty means not being able to heat your home, pay your rent or buy essentials for the children. It means waking up every day facing insecurity, uncertainty, and impossible decisions about money. It means financial facing marginalisation or even discrimination because of your financial circumstances. The constant stress it causes can lead to problems that deprive people of the chance to play a full part in society”.

Poverty has a significant impact on all aspects of peoples lives, for example, poor and unsafe housing, hidden homelessness and sofa surfing and health can be severely impacted by poverty. It is recognised that children who grow up in poverty are less likely to achieve their full potential at school.

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The Panel was presented with information which highlighted the following information and advised that it is pre-Covid.

In Kirklees

- One in 6 residents (16%) live in poverty
- Nearly one in 5 children (18%) live in poverty
- Over one in 8 households (13%) experience fuel poverty
- One in 20 people (5%) are unemployed, this will have changed because of Covid

The Panel was informed that there has been a significant increase in the use of foodbanks. Foodbanks are reporting that while a few years ago foodbanks may have been used as a one-off crisis intervention for people, there are now an increasing number of people who are return users to foodbanks. For some people foodbanks have become less of a crisis response and more a way to cope and survive.

The Panel was further informed that post-Covid, a report from the Social Metrics Commission, suggests that groups who are already overrepresented in terms of living in poverty have been most impacted by Covid. For example, people who are living in deprivation, people who have a disability and black and minority ethnic (BAME) communities.

The Kirklees approach has been worked on for approximately 18 months, and is framed within people, partners and places. Overview of Kirklees approach:

People – No decision about me, without me

Partners – Partnerships are key – to recognise and build on the work across Kirklees

Places – To recognise and understand the difference place makes to individuals' and communities' risk of and experience of poverty

The next steps are to ensure that the poverty work is integrated with the work on inequalities because poverty is one element of inequalities.

The Panel made comments on the information presented and raised a number of questions including:

- What strategy will be put in place to ensure that volunteers will continue to be in place for example at foodbanks, as many of the volunteers were furloughed workers who will be going back to work
- how housing feeds into the work particularly in respect of low quality privately rented housing

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- With the furlough scheme coming to an end a lot of people might not be going back to work because the work may not be available, does the planning and work being undertaken take account of this

In response the Panel was advised that it is important to continue to harness and build on the excellent volunteer response across Kirklees. Housing is an important part of the broader inequalities work and is an area significantly affected. This has been picked up in terms of the planning and will feature in a refreshed action plan for inequalities and poverty.

RESOLVED

That Lucy Wearmouth be thanked for providing an update on the Tackling Poverty Action Plan

10 Leaving the EU

Chris Duffill, Head of Service, Business and Skills provided the Panel with an update on the ongoing Kirklees preparations on specific issues relating to economic impact and the provision of EUSS (EU Settlement Scheme) application support to vulnerable groups. The update report also aimed to address the outstanding issues highlighted by the Panel at the meeting held on the 28 February 2020.

The Panel was informed that in terms of national context leaving the EU is becoming much more central to the current debate. There are a number of outstanding issues being focused on at the moment in terms of the free trade agreement with the EU relating to state aid, fishing, and the implementation of the withdrawal agreement.

Locally, the Council's Tactical Group, comprising Council officers and partners, still meets on a regular basis to review and understand the implications for both business and Kirklees residents; and there continues to be ongoing engagement with key partners.

At the last Corporate Scrutiny Panel meeting there was a specific ask to address the following areas:

- That an update be provided to members of the Panel, further to the meeting, in respect of the progress of the applications for settled status by the five looked after children who are also EU citizens

In response the Panel was advised that officers in Children and Young People's Service report that social workers have been working very closely with solicitors from the Law Centre and with the EU Project Officer from the Strategy and Policy Team in relation to progressing all five cases.

The outcome on four applications is currently awaited. The previous timescale was eight weeks; however, this could be longer due to the COVID-19 situation. Further

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legal documents have been requested for one of the young people which our legal services are updating and following this the application for settlement will be resubmitted, with an expected eight week turn round timescale.

- An update on the analysis of the Kirklees level export destinations with the current position on free trade agreements

The Panel was informed that there are a set of national and regional statistics which are based on the actual movement of goods through the existing import and export arrangements. The Panel was directed to the appended report which gives details of the regional statistics. In summary the breakdown at a regional level:

- 51.7% of imports are from the EU or EU countries and the balance from non-EU countries
- A higher proportion of exports 57% of exports from regional businesses are to the EU
- An assessment of local business confidence

The Panel was informed that regarding business confidence, a survey of local businesses was undertaken as part of the Council's response to the pandemic. In total 761 businesses responded of which there 68 were in the manufacturing sector. The survey highlighted that businesses are under significant financial pressure because of the pandemic. In summary:

- Approximately 62% stated that they were concerned/extremely concerned about financial resources over the next 6 months (June – November 2020)
- 16% were somewhat unconcerned or not at all concerned (concern was lower (56%) for businesses in the manufacturing sector)
- Supply chain disruption over the next six months was an area of lower concern with only 37% of businesses concerned/extremely concerned and 39% somewhat/completely unconcerned

The Panel was informed that a further business survey is planned for October 2020 and at this point the furlough scheme will be winding down therefore it is important to get a clearer understanding of potential impact of redundancies. It will also provide an opportunity to revisit issues around leaving the EU particularly as the position on the free trade with the EU should have progressed.

- An update on the wider economic and social impacts of transition including those issues that extend beyond the Council's remit:

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The Panel was informed that the most significant risk for adult social care is the impact on the social care workforce as the latest Skills for Care data for Kirklees shows 2% of the adult social care workforce are EU citizens. However, a survey of commissioned care providers from ADASS shows the impact on some care providers showed this was around 5–10% in some cases. There is information to suggest that due to COVID-19, people are applying for care posts having been furloughed or made redundant from retail and service sectors.

- An update on the wider economic and social impacts of transition including those issues that extend beyond the Council's remit:

The Panel was advised that the government has recognised the need for people to gain pre-settled or settled status under the EUSS, which in Kirklees equates to an estimated 13,000 people. As of the end of June, applications have been received from approximately 9,400 of the 13,000 Kirklees residents who are eligible for settled status. The council is working with a number of organisations, partners and businesses to promote that the importance of resolving the issue and making information as widely available as possible.

RESOLVED

That Chris Duffill be thanked for providing an update on leaving the EU and providing a respond to the issues raised by the Panel at a previous panel meeting.

| 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 | | |
| | | | | | |
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| | | | | | |
| | | | | | |

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: 01 December 2020
Title of report: Leaving the EU Transition Period Preparations Update

Purpose of report

Following on from the previous Corporate Scrutiny Panel meeting on 10 September, this paper provides an update for the Scrutiny Panel on ongoing Kirklees' preparations on specific issues relating to economic impact and the provision of EUSS application support to vulnerable groups.

| | |
|---|--------------------------------------|
| 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 | Rachel Spencer-Henshall – 20.11.2020 |
| Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance? | N/A |
| Is it also signed off by the Assistant Director (Legal Governance and Monitoring)? | N/A |
| Cabinet member portfolio | Councillor Graham Turner |

Electoral wards affected: All

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? The report does not include personal data that could identify a living individual.

1. Summary

The UK left the EU on 31 January 2020. We are now approaching the end of the transition period on 31 December 2020 while it remains unclear if the UK and EU will agree a free trade agreement (FTA). This paper seeks to update the Corporate Scrutiny Panel on the work ongoing to ensure preparedness on the part of the council, residents, partners and local businesses.

2. Information required to take a decision

2.1. National context

Though it is six weeks until the end of the transition period there is still uncertainty as to whether we will end this with a Free Trade Agreement (FTA) or if the EU-UK trade relationship will default to WTO rules. It is widely recognised that this would be detrimental to

the UK economy – and to the EU27 to a lesser extent – on top of the economic impacts of Covid-19.

The UK Internal Market Bill¹ will reach the report stage in the House of Lords on 18 Nov before returning to the House of Commons with significant amendments. Besides the clauses which override the Northern Ireland Protocol described within the Withdrawal Agreement concerns were raised about the effect on the devolved administrations.

During a ministerial call with councils Luke Hall MP, Minister of State for Regional Growth and Local Government highlighted the importance of winter preparations with the possibility of a ‘perfect storm’: the coincidence of: a second peak in Covid-19; seasonal flu; impacts of adverse winter weather; and, ending the transition period with a ‘non-negotiated outcome’.

2.2. Regional context

We retain our regional links into MHCLG by reporting by exception to the office of Tom Riordan, Leeds City Council Chief Executive. Specific events are being organised at an LCR level, the most recent being the LEP Growth Service, which offers businesses information, support and advice on preparing for 31 December this year. In addition, The LEP also forms part of the Leeds City Region Enterprise Partnership Interreg Europe SMARTY project (<https://www.the-lep.com/all-news-and-blogs/smarty-smart-smes-for-industry-40/>), in which the LEP participates in a range of programmes with European partners. The first Interregional Policy Brokerage event offered the opportunity for the LEP to share and learn about best practices with European partners on initiatives to help SMEs to adopt Industry 4.0 solutions to increase competitiveness while sharing the successes of the LEP’s Access Innovation programme, which was selected by partners on the project as an example of European best practice.

Regular meetings of Heads of Economic Development across Leeds City Region have been established to discuss and monitor the situation around leaving the EU for the purposes of sharing issues and approaches.

2.3. Kirklees context

- The Brexit Tactical Group has updated its action plan and migrated it to MS Planner facilitating ongoing review and updates. A separate risk register has been created permitting improved oversight of issues requiring ongoing review.
- The Tactical Group has increased meetings to fortnightly.
- The Emergency Planning and Business Continuity team have plans in place and systems and processes have been tested during the pandemic, however materialisation of the ‘perfect storm’ could risk these systems being stretched beyond their limits.
- ET is receiving updates on a monthly basis while LMT received an update on 12 October and is due to receive another on 23 November.
- Leading members are to be briefed on 23 November ahead of all member comms.

¹ <https://services.parliament.uk/Bills/2019-21/unitedkingdominternalmarket.html>

2.4. Current areas of priority

- **Business Support Communications:** A coordinated communications campaign for businesses is underway with the Chamber of Commerce with the following key messages:
 - At start – Businesses need to think about the likely impact of a change to trade terms on their activity, where they can access advice;
 - November – advice based on confirmed trade agreement position and messages on deployment of business growth service funding;
 - December – Key preparedness messages on final stages of preparation;
 - January – messages re: smooth transition – calm businesses.
- **Business survey:** following a survey in June to gauge current situation of businesses due to Covid impacts and assessing preparedness for the end of transition. Results to be available by the end of November following 20 Nov response deadline.
- **European Structural and Investment Fund (ESIF):** The final ESIF programme will cease at the end of 2023. While the Government has committed to funding ESIF programmes beyond the end of transition through a UK Shared Prosperity Fund, details of the SPF have not been issued. The Council is currently delivering five ESIF projects with partners that end Mar and Sep 2022 with total value of £3.6m while the programme supports other projects across Kirklees including through the West Yorkshire Consortium of Colleges (inc Kirklees College) and the University of Huddersfield (innovation/business support). Further mapping is being undertaken to identify the wider financial impact of the cessation of the ESIF programme, while the council will continue work with the LEP/WYCA to ensure we access government support to mitigate the final implications of ESIF.
- **EUSS Support:** The Council is working in partnership with KCALC to raise awareness of the need for EU nationals to apply for settled status and support individuals to do this. A successful bid was made to the Home Office for £146,000 providing further funding for this. The number of applications lodged to 30 June 2020 was 9,390 which is 72% of the 13,000 estimated EU nationals in Kirklees. We expect the numbers in Kirklees to exceed the estimated 13,000, based on the situation in neighbouring authorities – for example, both Leeds and Wakefield have already exceeded Home Office estimates.

2.5. Issues Raised at Corporate Scrutiny on 10 September 2020

- **Trade in services:** ONS data for trade in services was released on 10 September². The lowest level of geography is NUTS3 and the Calderdale and Kirklees statistics are included in the table below. The data is only split by industry sector at higher levels of geography. Previous WYCA analysis suggests service exports for C&K are half the value of goods exports and accounted for less than 7% of local GVA.

| | Value £ millions | | | % to/from the EU |
|---------|------------------|---------------|-------|------------------|
| | EU | Rest of world | Total | |
| Imports | 304 | 353 | 658 | 46 |
| Exports | 601 | 654 | 1,255 | 48 |

- **EUSS for looked after children:** four of the five LAC identified as requiring EUSS have been granted settled or pre-settled status. Issues relating to the fifth child's documentation currently prevent an application being made. The Council is in the process of resolving these issues in order to make the application. Comparison of LAC numbers identified in

²

www.ons.gov.uk/businessindustryandtrade/internationaltrade/datasets/internationaltradeinservicesbysubnationalareasoftheuk

Kirklees with those in other districts raised concerns that some children may be inaccurately identified as British on Council systems. A data cleansing exercise is underway to mitigate the risk of EU national LAC not being identified.

- **Business guidance:** see update above.
- **Stress testing of care home medication supplies:** an update on this issue is expected shortly and a verbal update will be provided on 1 December.

3. Implications for the Council

3.1. Working with People

We have established channels through which we conduct a weekly temperature check of community issues and potential tensions. This route will be used to check whether there are any transition period related issues arising in our communities.

3.2. Working with Partners

There are some key partner arenas into which our preparations connect, in order to ensure a joined-up response in both Kirklees and the wider region.

3.3. Place Based Working

Our support and communication to ward members is vital to support their critical role as place leaders, able to provide appropriate assurance messages within our diverse communities. An all member briefing will be sent out later in November informing all councillors of the ongoing preparations we are making in relation to leaving the EU.

3.4. Climate Change and Air Quality

At the present time, there is no change in relation to climate change or air quality, due to the fact that the negotiations between the UK and EU on the FTA are ongoing, and export/impact traffic has not changed yet.

3.5. Improving outcomes for children

As stated above (see 2.3 (a)) the Council is actively supporting EU national looked after children and care leavers in their applications for settled status.

3.6. Other (e.g. Legal/Financial or Human Resources)

Kirklees was allocated £315,000, split across 2018/19 and 2019/20 for Brexit preparations by MHCLG. ET recommended that this resource be put into reserves, to be accessed when a need arises that cannot be met from within existing service resources. Work is underway to resource our Comms, Environmental Health and Business Support services to support the Brexit agenda and the costing for this is currently being scoped out.

Details of the ESIF funding commitments over the period to December 2023 are included in section 2.4. Options are being considered for use of some of the allocated funding to be used to recruit capacity for the business support team around foreign trade or other relevant issues and to support an officer to work on alternatives to ESIF funding for internal and partner projects. The next update to LMT will include related proposals.

It was noted at Full Council on 21 October that the impact of the end of the Transition Period on employment and businesses needed to be taken into account in its impact on Council budgets.

4. Consultees and their opinions

We have actively engaged with local businesses, partners and colleagues in the region to ensure we understand the potential impact on all sectors.

5. Next steps and timelines

Regular reports to ET and Cabinet Portfolio holder throughout November and December, subject to negotiations on a FTA being concluded or otherwise.

6. Officer recommendations and reasons

For the panel to note and comment on the continued preparedness of the Council after leaving the EU.

7. Cabinet portfolio holder's recommendations

The portfolio holder is supportive of the content and recommendations set out in this report.

8. Contact officer

David Bundy – Policy Officer, Strategy and Policy

Jonathan Nunn – Strategy & Policy Officer (Sustainable Economy), Strategy and Policy

9. Background Papers and History of Decisions

Transition Period Preparations Update, Corporate Scrutiny Panel, 10 September 2020

Transition Period Preparations Update, Corporate Scrutiny Panel, 28 February 2020

Brexit Preparations Update, Corporate Scrutiny Panel, 10 January 2020

Preparations for leaving the EU, Corporate Scrutiny Panel, 20 September 2019

Leaving the EU Preparedness Update, Corporate Scrutiny Panel, 12 July 2019

Leaving the EU Preparedness Update, Economy and Neighbourhoods Scrutiny Panel, 17 July 2019

Discussion at Full Council on the implications of Brexit, 12 December 2018

10. Service Director responsible

Naz Parkar - Director for Growth and Housing, Growth and Regeneration

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Name of meeting: Corporate Scrutiny Panel Date: 1 December 2020

Title of report: Council Financial Management Update

Purpose of report

High level Council financial management update incorporating current financial position 2020/21, including COVID impact, and progress on the Council's Medium-Term Financial Strategy for 2021/22 and future years.

| | |
|--|---|
| 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> ? | No |
| The Decision - Is it eligible for call in by Scrutiny? | No |
| Date signed off by <u>Strategic Director</u> & name | Rachel Spencer-Henshall : 23 November 2020 |
| Is it also signed off by the Service Director for Finance IT | Eamonn Croston : 23 November 2020 |
| Is it also signed off by the Service Director for Legal Governance and Commissioning | N/A |
| Cabinet member <u>portfolio</u> | Cllr Graham Turner |

Electoral wards affected: All

Ward Councillors consulted: N/A

Public or private: Public

Has GDPR been considered? Yes

1. Summary

1.1 This report provides an overview financial management update for Corporate Scrutiny Panel consideration. It incorporates highlight information on in-year financial performance as at quarter 2 (month 6) including COVID impact.

1.2 It also summarises the Council's approved financial planning framework as reported to Council on 21 October 2020, including key funding and spend assumptions for 2021/22

and future years, and resulting budget gap.

- 1.3 The 2020 Spending Review announcement, assuming it goes ahead as planned on 25 November, will also be considered at the meeting in terms of potential on current budget assumptions for 2021/22.
- 1.4 Financial implications for the Council are also considered, with particular focus on medium term financial resilience, including illustrative future reserves forecasts.

2. Information required to take a decision

2.1 Quarter 2 financial monitoring 2020/21

2.1.1 Quarter 2 financial monitoring was reported to Cabinet on 18 November 2020. Key headlines included the following :

- i) Forecast general fund overspend of £5.5m against a net revenue budget of £306m; represents an improvement of £2.2m from the Quarter 1 forecast £7.7m overspend;
- ii) Includes £3.7m unfunded COVID related pressures and £1.8m net pressures elsewhere;
- iii) Overall in-year COVID related additional spend forecast at £24.6m, service income losses at £13m and Government COVID funding offsets at £33.9m ; the latter split between un-ringfenced grant at £27.1m and service income compensation loss scheme at £6.8m.

Appendix 1 attached includes a breakdown of in-year COVID additional spend and service income loss forecasts for reference.

- iv) Forecast in-year DSG overspend (High Needs pressure) at £7.6m; forecast overall DSG deficit (including prior year rolled forward) anticipated to be £20m by current year end which will be included on the Council's balance sheet as a 'negative' reserve in line with Government and CIPFA accounting guidance.
- v) Collection Fund ; in-year financial performance reflects COVID impact on the economy ; forecast in-year £6.4m pressure on Council Tax (3.4% against £190m target income) and £4.0m in-year on Business Rates; (7.8% against £51.5m local share income target).
- vi) Housing Revenue Account forecast deficit of £1.6m against annual turnover of £91m (equivalent to 1.7%)
- vii) Capital Plan expected outturn of £133m against a revised budget of £134.9m. The revised budget reflects some in-year re- profiling of the existing approved plan across years. For comparison, the capital plan approved for 2020/21 when the budget was set in February 2020 was £183m.

2.1.2 Quarter 2 financial monitoring forecasts and underlying assumptions are subject to some degree of volatility. National and local measures to manage the spread of COVID infection in parallel to the national and local recovery plan are under constant review, and emerging intelligence will be factored into subsequent monitoring projections.

2.1.3 In conjunction with continuing Government support, the Council's Executive Team will continue to review appropriate management actions to support the local recovery effort within the parameters of public health protection and guidance, and aim to deliver a break even position as far as possible by year end.

2.1.4 Quarter 2 financial monitoring also notes a number of other discrete COVID related funding allocations in-year, including hardship Fund at £5.5m, Adult Social Care Infection Control Fund at £8.4m, Test & Trace at £2.4m, and Contain Outbreak Management Fund at £3.5m. All these are forecast to be fully spent by year end.

Business Financial Support

2.1.5 To date, the Council has allocated in excess of £102m COVID business grants (includes £5.2m discretionary grants) across the borough to about 9,500 businesses. The Council is currently rolling out further Local Restrictions Grant (LRG) Support to businesses; £11m Gov't funding allocated to support this to cover the current lockdown period to 2 December, plus some backdated support to 5 August. The Grant application process for these schemes went live on 17 November 2020.

2.1.6 There is also a further £8.7m funding allocation for 'additional' discretionary support to businesses to 31 March 2021, and at the time of writing this report is anticipated to go live following Cabinet approval for the scheme, on 26 November.

2.2 Medium Term Financial Plan (MTFP) review for 2021/22 & future years

2.2.1 The 'Council budget strategy update report 2021/22 and future years' was approved at Council on 21 October 2020.

2.2.2 In light of the current and ongoing global pandemic, the financial planning framework set out in the report is intended to 'buy' the Council time, and ensure some degree of short-term stability and resilience over the next 18 months, until officers get more clarity through the other side of the current COVID-19 crisis.

Reflecting the above overarching context, the financial planning framework sets out the following key principles :

- i) roll forward existing multi-year plans as the starting point;
- ii) informed by updated Corporate Plan (Our Council Plan), Strategies and Priorities;
- iii) Extend current 3 year revenue framework to 5 years;
- iv) Review current 5 year capital plan framework (work in progress);
- v) Update existing funding and spend assumptions in particular in light of medium term COVID-19 impact on future year resourcing and spend forecasts;
- vi) Utilise existing 'technical' accounting flexibilities to allow the Council to buy time; the most significant being the re-profiling of remaining Minimum Revenue Provision

Revenue flexibilities from later years to earlier years; would release one-off resource gains in 2021-22 of up to £22m;

- vii) Roll forward existing financial resilience reserves at £37.1m, general fund balances at £10m, and demand risk reserves at £11.7m, into 2021/22; and
- viii) Officers to continue to work with Cabinet to bring the in-year revenue position to break even as far as possible, by year end, which will support vii) above.

2.2.3 Table 1 below extract from the budget strategy update report summarises the general fund revenue baseline funding and spend adjustments for 2021/22 :

Table 1 – Summary General Fund - Baseline funding & spend adjustments 2021/22 and following 4 years

| | 21/22 | 22/23 | 23/24 | 24/25 | 25/26 |
|--|-------------|-------------|-------------|-------------|-------------|
| | £m | £m | £m | £m | £m |
| Budget Gap (MTFP 20-23) | 12.1 | 22.0 | 22.0 | 22.0 | 22.0 |
| Funding Changes | 10.8 | 10.8 | 1.5 | (11.8) | (20.0) |
| Spending Changes | 12.3 | 16.0 | 36.1 | 51.3 | 67.6 |
| Updated Budget Gap before MRP flexibility | 35.2 | 48.8 | 61.6 | 63.5 | 71.6 |
| Apply MRP Flexibility to Offset Budget Gap | (22.3) | (13.7) | - | - | - |
| Updated Budget Gap (MTFP 21-26) | 12.9 | 35.1 | 61.6 | 63.5 | 71.6 |
| Presumed Gov't funding for Adults growth pressures | (11.0) | (22.0) | (33.0) | (44.0) | (55.0) |
| Expected Budget gap (MTFP 21-26) | 1.9 | 13.1 | 28.6 | 19.5 | 16.6 |

2.2.4 Appendix 1 attached includes a more detailed breakdown of the funding and spending changes, noting the continued impact of COVID on council tax and business rates income forecasts in 2021/22 and subsequent years.

2.2.5 Other key assumptions set out in the report including an assumed Council Tax uplift at 1.99% in 2021/22, a 2% direct staff pay award and assumed National Living Wage uplifts at 4.6% in 2021/22 ; the latter factored into social care provider contract uplifts.

2.2.6 The budget strategy update report also notes the September CPI index at 0.5%, which means a maximum allowable HRA social rent uplift of 1.5% in 2021/22 within Government guidelines.

2.2.7 Budget assumptions underpinning the updated financial planning framework as presented to Council in October will continue to be reviewed and refined through the remainder of the current budget round, alongside emerging budget proposals for member consideration.

Business Rates Pool 2021/22

- 2.2.8 Applications for a 2021/22 Business Rates Pool were submitted to Government on 23 October. The current regional pool is a North Yorkshire and West Yorkshire Joint Pool. The application submitted was for a Leeds City Region Pool in 2021/22; West Yorkshire Councils plus Harrogate and York. North Yorkshire Councils have decided not to continue the current arrangement for next year. Any levy gain share, as current year, will be split 50:50 between the Pool and Government.
- 2.2.9 Individual Councils who are part of the Pool bid have 28 days after the provisional financial settlement (which will indicate if the bid has been provisionally successful), to withdraw. If any Council withdraws, the Pool bid would effectively be null and void.

Spending Review 2020

- 2.2.10 At the time of writing this report, the Spending Review 2020 announcement was due on 25 November 2020, and the intention is for officers to update verbally at the Scrutiny meeting on the potential impact of the announcement on funding and spend assumptions for 2021/22.
- 2.2.11 Subsequent to the spending review announcement, it is anticipated that the detailed provisional financial settlement for local government for 2021/22 will be released around the 16 or 17 December 2020.

3. Implications for the Council

- 3.1 The unprecedented global and national situation remains fast moving and volatile. Beyond the immediacy of the current COVID-19 crisis, the longer term prognosis for the economy, future tax revenues, Government fiscal policy and public services funding is particularly uncertain, and is likely to remain thus for some considerable time, over the next 12 months and beyond.
- 3.2 The medium and longer-term economic and societal impact and implications for the Council's Medium-Term Financial Strategy, revenue and budget plans, will continue to be reviewed over the coming months, acknowledging the fluid and volatile environmental context within which said plans will be reviewed, and as future arrangements start to be rolled out by Government as part of the national recovery plan.

Financial Resilience

Statutory responsibilities of the Council's Chief Financial Officer (CFO)

- 3.3 There are a range of safeguards in place that mitigate against local authorities over-committing themselves financially. One of the safeguards currently under scrutiny nationally are CFO s114 statutory powers. This refers specifically to s114 of the Local Government Finance Act 1988 which requires any CFO in England and Wales to report to all the authority's Councillors if there is or is likely to be unlawful expenditure or an unbalanced budget.
- 3.4 This would include situations where reserves have become seriously depleted and it is forecast that the authority will not have the resources to meet its expenditure in a particular financial year. The issue of a s114 notice cannot be taken lightly and has serious operational consequences. The authority's full Council must meet within 21 days

to consider the s114 notice and during that period the authority is prohibited from entering into new agreements involving the incurring of expenditure.

3.5 In practice, s114 notices have been relatively few and far between. In light of the specific COVID impact on Council finances sector wide, CIPFA and Government set out the following further joint advice, namely :

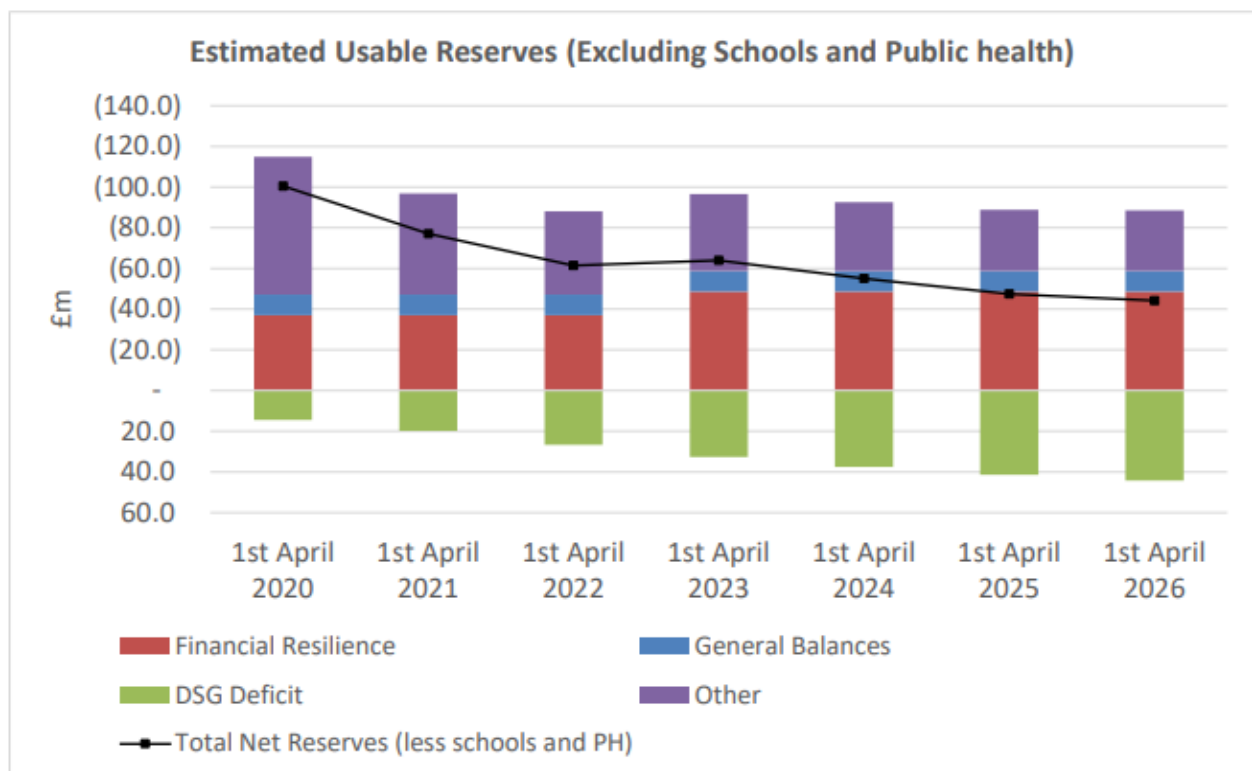
“... any authorities alive to the possibility of an unbalanced budget position due to COVID-19, to alert MHCLG (Ministry for Housing, Communities & Local Government) at the same time as the Council executive.

Any prohibitions on spending should not be imposed until MHCLG have responded with what support and advice they are able to offer. At this difficult time, section 114 notices should continue to be used only as a last resort.” (CIPFA Bulletin 2020)

3.6 There was a very recent Public Interest report on Croydon Council issued by their Auditors on 23 October, and a subsequent s114 notice issued by Croydon Council’s Chief Finance Officer. The Auditor’s report conclusions include the observation that Croydon’s pre-existing (i.e. pre-COVID) position was fragile, and “...ruthlessly exposed by the impact of the COVID pandemic”.

3.7 All Council finances have been significantly impacted on by the COVID pandemic. The financial planning framework principles set out in this Council’s 2021/22 budget strategy update report in October reflect the relatively strong current financial position of the Council, in terms of careful budget management, measured investment, and prudent build up of reserves and use of technical flexibilities. This therefore means that the Council has scope to re-profile some its remaining Minimum Revenue Provision flexibility to help the Council ‘buy time’ while the current landscape remains especially volatile.

3.8 Below graph summarises current and forecast general fund revenue reserves over the 2020-26 period, as per the 2021/22 budget strategy update report :



- 3.9 As a proportion of net revenue budget, the forecast reserves for the Council are currently 35%, and as per the above modelled forecast would reduce over a 5 year timeframe to 15% by April 2026. This in part reflects planned drawdown of earmarked reserves over the period to support key Council strategic developments. To put the above into context, at the start of 2020/21, Croydon's equivalent ratio was under 4%.
- 3.10 The above graph also includes a 'negative' reserve, namely the Dedicated Schools Grant deficit, which under revised CIPFA guidance from 2029/20, is included within overall reserves. The Council has reported extensively on High Needs pressures in relation to supporting young people in education, and the accumulated disparity between High needs spend and Government funding. The forecast DSG deficit accumulation reflects a do nothing scenario, illustratively here, if current trends and funding continue as is. This is one key area for future Council investment (revenue and capital) to deliver increased district sufficiency, deliver better outcomes for young people and reduce future cost.
- 3.11 The financial management issues set out in this report will continue to be reported regularly to Corporate Scrutiny Panel for discussion, challenge and suggestions for improvement.

RISK ASSESSMENT

- 3.12 The budget strategy update , including reserves requirement, is based on a range of local and national intelligence, and risk assessments underpinning current and future funding and spend assumptions, acknowledging that the extent of these are all potential risk factors to the delivery of balanced budget plans over the medium term. The most upto date Corporate Risk register is included at Appendix 2 for reference.
- 3.12 Appendix 3 attached sets out headline budget milestone dates for the remainder of this budget round.

4. Consultees and their opinions

Not applicable

5. Next steps and timelines

Future financial management updates will be presented as appropriate to Cabinet, Budget Council and Corporate scrutiny Panel in line with the annual planning cycle through the remainder of the current financial year.

6. Officer recommendations and reasons

For Corporate Scrutiny panel to note and discuss the contents of this report.

7. Cabinet Portfolio holder's recommendations

As above

8. Contact Officers

James Anderson, Head of Service, Accountancy
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Sarah Hill, Finance Manager, Accountancy
Sarahm.hill@kirklees.gov.uk Tel: 01484 221000

9. Background Papers and History of Decisions

Quarter 2 financial monitoring report to Cabinet 18 November 2020.
Web link :

[Agenda for Cabinet on Wednesday 18th November 2020, 3.00 pm | Kirklees Council](#)
(Item 11)

Council Budget Strategy Update Report 2021/22 and future years to Council 21
October 2020. Web link :

[Agenda for Council on Wednesday 21st October 2020, 5.30 pm | Kirklees Council](#)
(Item 6)

Grant Thornton Public Interest report on Croydon Council. Web link :

<https://www.croydon.gov.uk/democracy/budgets/report-in-the-public-interest>



10. Service Director responsible




Eamonn Croston, Service Director for Finance
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01484 221000

APPENDIX 1


| GENERAL FUND SUMMARY - BASELINE FUNDING AND SPEND CHANGES | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| | £K | £K | £K | £K | £K |
| FUNDING | | | | | |
| STARTING POINT (2020-23 MTFP) | (308,506) | (313,945) | (313,945) | (313,945) | (313,945) |
| CHANGES | | | | | |
| COUNCIL TAX | | | | | |
| 1.99% Basic Council Tax Increase | 0 | 0 | (3,944) | (8,063) | (12,362) |
| Impact on taxbase - housing supply | 1,729 | 2,712 | 1,079 | (554) | (2,187) |
| Impact on taxbase - increase in CTR Claimants | 3,046 | 2,331 | 1,555 | 779 | 3 |
| Council Tax Collection Rate Changes; down 0.5% yrs 1 and 2 | 966 | 993 | 0 | 0 | 0 |
| | 5,741 | 6,036 | (1,310) | (7,838) | (14,546) |
| BUSINESS RATES RETENTION | | | | | |
| Continuation of 50% retention scheme all years | 2,082 | 2,118 | 2,151 | 2,186 | 2,222 |
| Reduction in Local Share - economic impact | 3,040 | 1,615 | 1,642 | 105 | 106 |
| NNDR Collection Rate - economic impact | 1,518 | 1,055 | 536 | 0 | 0 |
| Settlement Funding Assessment Uplift at 1.5% p.a. | (1,585) | (3,264) | (4,906) | (6,576) | (8,271) |
| | 5,055 | 1,524 | (577) | (4,285) | (5,943) |
| UNRINGFENCED GRANTS | | | | | |
| Housing Benefit Admin Grant | 0 | 0 | 150 | 300 | 450 |
| Unringfenced Grant rolled forwards | (11,800) | (7,800) | (7,800) | 0 | 0 |
| | (11,800) | (7,800) | (7,650) | 300 | 450 |
| COLLECTION FUND | | | | | |
| Collection fund repayment | 11,800 | 11,000 | 11,000 | 0 | 0 |
| TOTAL FUNDING CHANGES | 10,796 | 10,760 | 1,463 | (11,823) | (20,039) |
| REVISED BASELINE 2021-26 | (297,710) | (303,185) | (312,482) | (325,768) | (333,984) |
| SPENDING | | | | | |
| 2020/21 NET BUDGET | 320,558 | 335,951 | 337,951 | 337,951 | 337,951 |
| CHANGES | | | | | |
| CHILDREN | | | | | |
| Social Care - Inflationary Pressures | 0 | 0 | 550 | 1,100 | 1,650 |
| Schools Transport Pressure | 300 | 300 | 300 | 300 | 300 |
| CHILDREN TOTAL | 300 | 300 | 850 | 1,400 | 1,950 |

| GENERAL FUND SUMMARY - BASELINE | | | | | |
|--|----------------|----------------|----------------|----------------|----------------|
| FUNDING AND SPEND CHANGES | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
| | £K | £K | £K | £K | £K |
| ADULTS | | | | | |
| Demand - Costs | 0 | 0 | 6,986 | 14,176 | 21,366 |
| Demand - Volumes | 0 | 0 | 4,164 | 8,324 | 12,484 |
| Better Care Fund Inflation Uplift | 0 | 0 | (600) | (1,200) | (1,800) |
| Reverse previous Social Care funding assumptions | 3,791 | 7,806 | 7,806 | 7,806 | 7,806 |
| ADULTS TOTAL | 3,791 | 7,806 | 18,356 | 29,106 | 39,856 |
| ECONOMY AND INFRASTRUCTURE | | | | | |
| Seasonal Weather base budget | 600 | 600 | 600 | 600 | 600 |
| Regeneration Capacity (baseline) | 0 | 0 | 250 | 250 | 250 |
| Waste PFI credit fall out | 0 | 0 | 3,200 | 3,200 | 3,200 |
| Schools Transport Pressure | 1,200 | 1,200 | 1,200 | 1,200 | 1,200 |
| Fees and charges, sales and commercial rents | 3,000 | 2,000 | 1,000 | 0 | 0 |
| ECONOMY AND INFRASTRUCTURE TOTAL | 4,800 | 3,800 | 6,250 | 5,250 | 5,250 |
| CORPORATE STRATEGY, COMMISSIONING AND PUBLIC HEALTH | | | | | |
| Residual snagging issues | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| TOTAL CORPORATE STRATEGY, COMMISSIONING AND PUBLIC HEALTH | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| CENTRAL BUDGETS | | | | | |
| Review of Employers Superannuation Rate | 0 | 0 | 1,600 | 1,600 | 1,600 |
| Pay award (unfunded element of 20/21 award) | 1,400 | 1,400 | 1,400 | 1,400 | 1,400 |
| Income Inflation reduced to 1.5% | 450 | 900 | 900 | 900 | 900 |
| Inflation requirement yrs 3 to 5 | 0 | 0 | 4,550 | 9,100 | 13,650 |
| IT Inflation - mobile and agile | 230 | 0 | 0 | 0 | 0 |
| Joint Committees Levy Uplifts | 400 | 800 | 1,200 | 1,600 | 2,000 |
| TOTAL CENTRAL | 2,480 | 3,100 | 9,650 | 14,600 | 19,550 |
| TOTAL NET BUDGET CHANGES | 12,371 | 16,006 | 36,106 | 51,356 | 67,606 |
| UPDATED NET BUDGET | 332,929 | 351,957 | 374,057 | 389,307 | 405,557 |
| BUDGET GAP BEFORE MRP FLEXIBILITY | 35,219 | 48,772 | 61,575 | 63,539 | 71,573 |
| Use of MRP Flexibility to Offset Budget Gap | (22,300) | (13,700) | 0 | 0 | 0 |
| UPDATED BUDGET GAP 2021-26 MTFP | 12,919 | 35,072 | 61,575 | 63,539 | 71,573 |
| Assumed Adult Social Care funding uplift | (11,000) | (22,000) | (33,000) | (44,000) | (55,000) |
| EXPECTED BUDGET GAP 2021-26 MTFP | 1,919 | 13,072 | 28,575 | 19,539 | 16,573 |



| Risk No | Risk – Description of the risk | Management actions already in place to mitigate the risk | Control Optnty | Trend |
|----------|---|---|----------------|---|
| | Emergency & Immediate Risk | | | |
| 0 | The current national emergency as result of the Covid 19 coronavirus has huge implications on the Kirklees community, and the Council. | There are additional risks and impacts on the council (and community) in the short and medium term, which relate to community, operational and financial impact This is an ever-changing position, which requires regular reconsideration until the current crisis is declared under control/has passed, with a substantial number of areas of uncertainty. | L |  |
| | Community Impacts & Risks | The current national emergency has a serious and significant risk to the community citizens and services users, with particular concerns about the impact on specific user groups. | | |
| 1 | <p>The council does not adequately safeguard children and vulnerable adults, as a result of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</p> <p>This risk may have worsened as a result of the full and partial coronavirus lockdown, with reduced referrals, an unwillingness of third parties to make referrals and a reduced ability to investigate. the basic controls described above remain valid</p> | <ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any serious case review work. • Active management of cases reaching serious case review stage, and any media interest • Review of current practices following the child sexual exploitation in Rotherham and the emerging requirements. • Ensure that workloads are balanced to resources. • Staff and skill development to minimise dependence on key individuals. • Use of agency staff and or contractors when necessary • Ideal manager training • Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally. • Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes • Ensure routine internal quality assessment | H |  |


| | | | | |
|---|--|--|----|---|
| | | <ul style="list-style-type: none"> • Take effective action after Serious Case Reviews • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Childrens Improvement Board to assist governance and quality improvement • Ensure effective record keeping <p><i>Responsible for this risk – R Parry and M Meggs</i></p> | | 4X5=20 |
| 2 | Legacy issues of historical childcare management practices, and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters. | <ul style="list-style-type: none"> • Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required. • Risk matrix and risk management approach implemented with the police and partners. • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Take steps per risk 7 to seek to avoid ongoing issues • Ensure effective record keeping <p><i>Responsible for this risk –M Meggs</i></p> | LM |  4x4=16 |
| 3 | Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, create significant community tension, (and with the potential of safeguarding consequences for vulnerable individuals). | <ul style="list-style-type: none"> • Prevent Partnership Action Plan. • Community cohesion work programme • Local intelligence sharing and networks. • Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding. • Counter terrorism local profile. • Awareness that campaigns such as black lives matter may give cause to action and reaction. <p><i>Responsible for this risk – R Parry and M Meggs</i></p> | M |  4x5=20 |
| 4 | Significant environmental events such as severe weather impact on the Council’s ability to continue to deliver services. | <ul style="list-style-type: none"> • Effective business continuity and emergency planning (including mutual aid) investment in flood management, gritting deployment plans. • Winter maintenance budgets are supported by a bad weather contingency. • Operational plans and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding.) <p><i>Responsible for this risk – K Battersby (now C Parr)</i></p> | M |  3x5=15 |

| | | | | |
|------------------------------|--|--|-----------|---|
| 5 | <p>Risk of infection with a high consequence infectious disease (HCIDs airborne) with the consequent impacts of pressure on services through demand, and a reduced ability to deliver services resultant from staff absences and similar.</p> <p>International transmission of HCIDs issues can also affect supply chains with the consequence of availability of products</p> | <ul style="list-style-type: none"> National mitigation actions controlled through UK Government and devolved administrations. Advice/instruction to/from, Chief Medical Officer, PHE, Health and Social care system. and schools (from DfE). More local mitigations controlled through Public Health, Health protection. Local lockdown processes in line with statutory positions Business continuity planning and arrangements invoked. Preparations for risk of recurrence Understanding supply change and alternatives, and mitigations to retain essential existing suppliers where appropriate Appropriate advice and Information cascaded to Kirklees citizens and staff <p><i>Responsible for this risk –Rachel Spencer Henshall & all of ET</i></p> | L |  5x5=25 |
| The UK exiting the EU | | | | |
| 6 | <p>The process of the UK exiting the EU lead to the following consequences and impact:</p> <ul style="list-style-type: none"> Economic uncertainty impact on business rates and housing growth, with knock-ons to council tax, new homes bonus and business rate income. The potential for increased cuts in core government funding (as a result of economic pressures) in the context of ongoing increases in demand for council services. Rising inflation could lead to increased costs (e.g. the cost of raw materials). Interest rate volatility impacting on the cost of financing the council's debt. | <p>These risks are largely addressed elsewhere in the Matrix, but there is a shortening timescale, and local businesses may consider that coronavirus related risk is a more severe threat now.</p> <ul style="list-style-type: none"> Monitor government proposals and legislation, and their impact on council, partner services and local businesses Working with the WY Combined Authority, and other WY local authorities and partners Continue to lobby, through appropriate mechanisms, for additional resources and flexibilities in the use of existing funding streams to e.g. Local Government Association (LGA) Be aware of underlying issues through effective communication with partners, service providers and suppliers and other businesses about likely impact on prices and resources. Ensure that budgets anticipate likely cost impacts Utilise supplementary resources to cushion impact of any cuts and invest to save. Ensure adequacy of financial revenue reserves to protect the council financial exposure and that they are managed effectively not to impact on the council essential services Local intelligence sharing and networks. | LM |  |




| | | | | |
|---|--|--|---|---|
| | <ul style="list-style-type: none"> • The general uncertainty affecting the financial markets could lead to another recession. • An uncertain economic outlook potentially impacting on levels of trade and investment. • Uncertainty about migration impacting on labour markets, particularly in key sectors like health and social care • Potential impact on community cohesion, with increased community tensions and reported hate crimes | <ul style="list-style-type: none"> • Prevent partnership action plan. • Community cohesion work programme • Continue to work with local employer representative bodies e.g. FSB, MYCCI to make best use of existing resources and lobby for additional resources to support businesses pre/post EU Exit • Service and financial strategies kept under review to keep track of developments related to the UK exiting the EU. • Working Group established to consider and monitor implications. <p><i>Responsible for this risk –all ET</i></p> | | 4x4=16 |
| | The finances of the Council | The current national emergency has a serious and significant risk to the councils financial position- | | |
| 7 | A failure to achieve the Councils savings plan impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability | <ul style="list-style-type: none"> • Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level • Escalation processes are in place and working effectively. • Alignment of service, transformation and financial monitoring. • Tracker developed which allows all change plans to be in view and monitored on a monthly basis • Programme management office established and resourced • Monthly (and quarterly) financial reporting <p><i>Responsible for this risk - E Croston & ET</i></p> | H |  4x5=20 |



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| <p>8</p> | <p>Coronavirus has added significant income risks and imposed additional costs (some of which have been met by government funding) which have a current year and likely medium-term continuing impact. The whole horizon risks also remain in relation to a failure to control expenditure and income within the overall annual council approved budget leads to the necessity for unintended savings (from elsewhere)). The most significant of these risks are related to volumes (in excess of budget) of;</p> <ul style="list-style-type: none"> • Complex Adult Care services • Childrens Care Services • Educational high needs & Rent Collection impact of Universal Credit rollout (H R A) <p>And in the longer term, the costs of waste disposal.</p> | <ul style="list-style-type: none"> • Monitor short term loss of income • Monitor additional costs (& be sure they are all captured) • Recognise in budget plans • Scenario plan for reduced level of demand, post current crisis • Scenario plan for recurrences of coronavirus or similar • Scenario plan for default by debtors- council tax and rents (individual citizens), business rates and commercial rents (businesses), sundry debtors (both) • Consider impacts from rent deferrals • Seek to recover additional costs where budgets held by other parties or partners • Significant service pressures recognised as part of resource allocation • Responsibility for budgetary control aligned to Strategic and Service Directors. • Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs • Utilise supplementary resources to cushion impact of cuts and invest to save. • Continue to lobby, through appropriate mechanisms, for additional resources • Proactive monitoring as Universal Credit is introduced <p style="text-align: center;"><i>Responsible for this risk - E Croston & ET</i></p> | <p>H</p> | <p style="text-align: center;">↑</p> <p style="text-align: right;">5x5=25</p> |
| <p>9</p> | <p>Above inflation cost increases, particularly in the care sector, impact on the ability of providers to deliver activities of the specified quality, and or impacting on the prices charged and impacting on the budgets of the Council.</p> | <ul style="list-style-type: none"> • Monitor quality and performance of contracts. • Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices • Renegotiate or retender contracts as appropriate. • Ensure that budgets anticipate likely cost impacts • Seek additional funding as a consequence of government-imposed costs <p style="text-align: center;"><i>Responsible for this risk - E Croston & R Parry</i></p> | <p>M</p> | <p style="text-align: center;">↑</p> <p style="text-align: right;">4x4=16</p> |
| <p>10</p> | <p>Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.</p> | <ul style="list-style-type: none"> • Effective due diligence prior to granting loans and careful monitoring of investment decisions. | <p>MH</p> | <p style="text-align: center;">↔</p> |

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| | | <ul style="list-style-type: none"> Effective challenge to treasury management proposals by both officers and members (Corporate Governance & Audit Committee) taking account of external advice <p style="text-align: center;"><i>Responsible for this risk - E Croston</i></p> | | 2x5=10 |
| 11 | Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the councils finances. | <ul style="list-style-type: none"> Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. Consider risks and most cost-effective appropriate approach to responding to these (internal or external insurance provision) <p style="text-align: center;"><i>Responsible for this risk - E Croston & J Muscroft</i></p> | H |  4x4=16 |
| 12 | <p>The financial regime set by government causes a further loss of resources or increased and under-funded obligations (e.g. in relation to social care), with impact on the strategic plans.</p> <p>This relates to the essential dependence on initial and medium-term financial support from government as a consequence of impact on the councils finances from coronavirus.</p> | <p>The current crisis has resulted in some changes to national finance proposals- but major and fundamental changes to national government funding of crisis costs and implications (e.g. loss of tax and trading revenues) impact more heavily. The government has promised continuing resource to meet coronavirus consequence, but it is unclear if this will be adequate, if the government will seek to risk share, and the financial consequence in the medium term. In the longer- term risks remain.</p> <ul style="list-style-type: none"> Monitor government proposals and legislation, and their impact on council and partner services. Continue to lobby, through appropriate mechanisms, for additional resources e.g. Local Government Association (LGA) Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources Ensure that budgets anticipate likely impacts Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. <p style="text-align: center;"><i>Responsible for this risk - E Croston & ET</i></p> | L |  5x5=25 |
| | Other Resource & Partnership Risks | The current national emergency has a serious and significant risk to the councils position with regard to commercial and community suppliers, information management /technology/cyber, health and safety- addressed in more detail in the special report | | |

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| <p>13</p> | <p>Council supplier and market relationships, including contractor failure leads to;</p> <ul style="list-style-type: none"> • loss of service, • poor quality service • an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed) • complexities and difficulties in making arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. | <ul style="list-style-type: none"> • Avoid, where possible, over dependence on single suppliers • More thorough financial assessment when a potential supplier failure could have a wide impact on the council’s operations but take a more open approach where risks are few or have only limited impact. • Recognise that supplier failure is always a potential risk; those firms that derive large proportions of their business from the public sector are a particular risk. • Need to balance between only using suppliers who are financially sound but may be expensive and enabling lower cost or new entrants to the supplier market. • Consideration of social value, local markets and funds recirculating within the borough • Understanding supply chains and how this might impact on the availability of goods and services • Be realistic about expectation about what the market can deliver, taking into account matter such as national living wage, recruitment and retention issues etc. • Develop and publish in place market position statement and undertake regular dialogue with market. • Effective consultation with suppliers about proposals to deal with significant major external changes • Early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements • Realign budgets to reflect real costs • Commission effectively • Ensuring adequate cash flow for smaller contractors <p style="text-align: center;"><i>Responsible for this risk – J Muscroft</i></p> | <p>MH</p> | <div style="text-align: center;">  </div> <p style="text-align: right; font-size: small;">5x4=20</p> |
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| 14 | <p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council’s obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines. Cyber related threats affecting data integrity and system functionality. (Volume of working from home may increase risks or change their perspective)</p> | <ul style="list-style-type: none"> • Thorough, understandable information security policies and practices that are clearly communicated to workforce and councillors • Effective management of data, retention and recording. • Raised awareness and staff and councillor training • Compliance with IT security policy. • Compliance with retention schedules. • Compliance with information governance policy. • Business continuity procedures. • Recognition of increased risk from homeworking (e.g. destruction of paper records), and whether there is a need for additional security, training or other matters • Comply with new legislation around staff access to sensitive data. • Council has a Senior Information Risk Owner (“SIRO”) officer and a Data Protection Officer (DPO) who are supported by an Information Governance Board • Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate • Increased awareness of officers and members as to their obligations • Proactive management of cyber issues, including additional web controls <p><i>Responsible for this risk – J Muscroft</i></p> | <p>H (INFO) M (CYBER)</p> | <p>↑</p> <p>4x5=20</p> |
| 15 | <p>Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive.(and the potential of prosecution and corporate /personal liability)(and in particular issues of fire safety,)</p> | <ul style="list-style-type: none"> • Ensuring appropriate H&S responses re Coronavirus (appropriately balancing statutory obligations, desirable positions and commerciality/business risk) • New Fire Safety Policy approved and being implemented with improved monitoring of fire risk • Prioritised programme of remedial works to buildings to tackle fire safety and other issues • Review work practices to address H&S risks • Monitor safety equipment • Improved employee training as to their responsibilities, as employees and (where appropriate) as supervisors. Improved employee work practices • Approval of additional resources to improve corporate monitoring regime. <p><i>Responsible for this risk – R Spencer Henshall</i></p> | <p>H</p> | <p>↔</p> <p>3x5=15</p> |




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| 16 | Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, with reputational and financial implications. | <ul style="list-style-type: none"> • Active site management • Routine servicing and cleansing regimes (including coronavirus compliance in both operational and managed tenanted commercial property) • Work practices to address risks from noxious substances • Property disposal strategy linked to service and budget strategy • Review of fire risks Develop management actions, categorised over the short to medium term and resource accordingly. • Prioritisation of funding to support reduction of backlog maintenance • Clarity on roles and responsibilities particularly where property management is outsourced <p style="text-align: right;"><i>Responsible for this risk – K Battersby (now C Parr/D Shepherd)</i></p> | H |  4x4=16 |
| 17 | A funding shortfall in partner agencies) leads to increased pressure on community services with unforeseen costs. | <ul style="list-style-type: none"> • Engagement in resilience discussions with NHS partners • Secure funding as appropriate • Consider extension of pooled funds • Accept that this may lead to an increase in waiting times • Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced. • Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions. <p style="text-align: right;"><i>Responsible for this risk – R Parry & all ET</i></p> | L |  4x4=16 |
| 18 | The risk of retaining a sustainable, diverse, workforce, including <ul style="list-style-type: none"> • aging and age profile • encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks) • encouraging entrants to professional roles where pay is often below market levels. • and ensuring that the workforce is broadly content, | <ul style="list-style-type: none"> • Effective Workforce Planning (including recruitment and retention issues) • Modernise Human Resources policies and processes • Increased accessibility to online training managers/ employees. • Selective use of interim managers and others to ensure continuity of progress regarding complex issues • Ensure robust change processes including Equality Impact Assessments (EIA's) and consultation. • Understand market pay challenges • Promote the advantages of LG employment • Emphasise the satisfaction factors from service employment • Engage and encourage younger people through targeted apprenticeships, training, and career development | H |  |

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| | without whom the council is unable to deliver its service obligations. | <ul style="list-style-type: none"> Ensuring awareness to ensure employees safety and health (including stress) Consider issues about a workforce reflective of the community, inclusion, diversity and coronavirus issues <p><i>Responsible for this risk – R Spencer Henshall</i></p> | | 4x4=16 |
| 19 | National legislative or policy changes have unforeseen consequences with the consequence of affecting resource utilisation or budgets. | <ul style="list-style-type: none"> Reprioritise activities Deploy additional resources Use of agency staff or contractors where necessary Development of horizon scanning service <p><i>Responsible for this risk – all ET</i></p> | L |  5x4=20 |
| 20 | Compliance with the councils own climate change commitments, and or statutory climate change obligations fails to achieve objectives and ambitions, and or causes unanticipated costs or operational consequences | <ul style="list-style-type: none"> Reconsideration of priorities and potential achievability within timescales Monitoring of achievements Effective project planning and costing Awareness of local consequences Awareness of local consequences of national commitments and obligations Lobbying for financial and other government support in relation to the costs of meeting obligations <p><i>Responsible for this risk – K Battersby (now D Shepherd)</i></p> | M |  4x4=16 |

All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon

20200923

TREND ARROWS

| | |
|-------------------|---|
| Worsening |  |
| Broadly unchanged |  |
| Improving |  |

CONTROL OPPORTUNITIES

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| H | This risk is substantially in the control of the council |
| M | This risk has features that are controllable, although there are external influences |
| L | This risk is largely uncontrollable by the council |

Risk Factor

Probability Likelihood, where 5 is very likely and 1 is very unlikely

Impact The consequence in financial or reputational terms

Risk Probability x Impact

Corporate Budget Timetable

| Year | Date | Forum | Milestone activity |
|-------------|-----------------|-------------------|--|
| 2020 | Nov 25 | Central Gov't | Comprehensive Spending Review 2020 announcement |
| | Dec 16/17 | Central Gov't | Provisional Financial Settlement 2021/22 |
| 2021 | Mid Jan | Cabinet | Update to members on the outcome of the provisional 2021/22 financial settlement Council Tax Base report 2021/22 HRA rent & service charge setting report Schools funding reports |
| | Mid to late Jan | Central Gov't | Finalised Financial Settlement 2021/22 |
| | 27 Jan / 10 Feb | Cabinet & Council | Council annual budget report |

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CORPORATE SCRUTINY PANEL – WORK PROGRAMME 2020/21

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

SUPPORT: Jenny Bryce-Chan, Principal Governance & Democratic Engagement Officer

| FULL PANEL DISCUSSION | | |
|--------------------------------|---|--|
| ISSUE | APPROACH/AREAS OF FOCUS | NOTES |
| Financial Monitoring | <p>Council's financial Management</p> <p>An update on the Medium-Term Financial Strategy Review will be provided to the Panel (E Croston)</p> | <p>6 August 2020</p> <p>1 December 2020</p> <p>4 February 2021</p> <p>11 March 2021</p> <p>Note: To be updated in light of Covid-19 crisis and to include future Council financial strategy</p> |
| Council's Risk Register | <p>Regular reports to provide scrutiny of items on the Register</p> <p>M Dearnley will provide the Panel with an update</p> | <p>Risk Register is updated on a quarterly basis</p> <p>6 August 2020</p> <p>1 December 2020</p> <p>Note:- to include additional and new risks as a result of the Covid-19 pandemic</p> |
| Capital Plan | Governance, re-profiling and capacity to deliver ambitions. | Date to be determined |
| Council Plan | Updated provided at an informal meeting of the Panel | 24 September 2020 |

| FULL PANEL DISCUSSION | | |
|---|---|-----------------------|
| ISSUE | APPROACH/AREAS OF FOCUS | NOTES |
| Corporate Performance | <p>Review of performance in relation to the 'work smart and deliver efficiently and effectively' outcome.</p> <p>Items of interest identified:</p> <ul style="list-style-type: none"> • Future ambition in respect of sickness absence and benchmarking with other WY local authorities • Inclusion of good news stories in performance reports. • Explanation of the transformation work that has had an impact in reducing agency spend. • Improvements in local wealth creation, the Council's future ambition and benchmarking with other West Yorkshire Local Authorities. • Exploration of whether mental health is effectively represented in the performance data and whether it is having an impact in terms of staff absence. • Whether consultation and engagement with local businesses on performance data is possible and whether this could then influence the Council's strategies and priorities. • The volunteering offer, including details of the prospectus and volunteering opportunities and how this could be further promoted by the Council. • Panel consultation on the early development and testing of dashboards for self-service access to data. | Date to be determined |
| 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. <p>Note:- to include strategy moving forward in light of Covid-19</p> | |
| Procurement | <p>Procurement Strategy/Plan including:</p> <ul style="list-style-type: none"> • Understanding of the changes made to procurement and monitoring of the impacts of savings as a result. | |

| FULL PANEL DISCUSSION | | |
|---|---|-------------------------------------|
| ISSUE | APPROACH/AREAS OF FOCUS | NOTES |
| Approach to Commercialisation | To help to shape the Council's approach to commercialisation. Further report in early 2020/21; to include consideration of how the Council might implement a more systematic approach to bringing forward potential opportunities. | |
| People Strategy | Panel received an update The refreshed strategy was presented to the Panel | 10 September 2020 |
| Technology Strategy 2020-25 | Review implementation once adopted. | 4th February 2021 |
| Leaving the EU preparations | To maintain an overview of the work of the Council to plan for the potential implications of leaving the EU To include: <ul style="list-style-type: none"> • financial risks as part of treasury management preparation; details of critical processes within the Council that are currently dependent on partners in the EU. • update on the analysis of the Kirklees level export destinations with the current position on free trade agreements; • an assessment of local business confidence; • evaluation of the implications for social care; • update on the wider economic and social impacts of transition including those issues that extend beyond the Council's remit. | 1 December 2020 |
| Organisational Communications Strategy | Overview of development of strategy/ examine the principles of managing internal/external communications Including: <ul style="list-style-type: none"> • How the Council presents itself • Role of Elected Members | 6 August 2020 |

| FULL PANEL DISCUSSION | | |
|--|---|--------------------------|
| ISSUE | APPROACH/AREAS OF FOCUS | NOTES |
| | <ul style="list-style-type: none"> Peer Review recommendations?? | |
| Cabinet Member – Priorities Councillor Graham Turner | Next update to 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 August 2020 |
| Inclusion and Diversity | <i>Review of annual report?</i> <ul style="list-style-type: none"> <i>Feedback on Panel recommendation that consideration be given to the integration of the workforce profile data with the work being done in terms of wellbeing, to assist in identifying any potential gaps in support for any particular group?</i> | 24 September 2020 |
| LEAD MEMBER BRIEFING/MONITORING | | |
| ISSUE | APPROACH/AREAS OF FOCUS | NOTES |
| Asset Transfers/Asset Divestment | To scrutinise the revised Asset Transfer Strategy/Policy | |
| Mandatory Photographic ID at Elections | Contingency plans for Kirklees residents | |