

# Public Document Pack



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Friday 18 November 2022

## Notice of Meeting

Dear Member

### Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **11.00 am** on **Monday 28 November 2022**.

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 John Taylor (Chair)

Councillor Steve Hall

Councillor Tyler Hawkins

Councillor Harry McCarthy

Councillor John Lawson

Councillor Aleks Lukic

Garry Kitchin (Co-Optee)

Kristina Parkes (Co-Optee)

James Ryan (Co-Optee)

# Agenda

## Reports or Explanatory Notes Attached

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### Pages

**1: Membership of the Committee**

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

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**2: Minutes of the Previous Meeting**

1 - 14

To approve the minutes of the meeting of the Panel held on the 3<sup>rd</sup> October 2022.

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**3: Interests**

15 - 16

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.

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**4: Admission of the Public**

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

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**5: 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.

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**6: Public Question Time**

The meeting will hear any questions from the general public.

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**7: Council Finance Update**

17 - 28

To update Corporate Scrutiny Panel on current financial issues impacting on the Council.

**Contact:** Eamonn Croston, Service Director, Finance

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**8: Community Asset Transfers and support for Community Buildings**

The Panel will receive a presentation which provides an update on community asset transfers and support for community buildings.

**Contact:** Joanne Bartholomew, Service Director Development

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**9: Access to Services and Customer Services and Libraries**

29 - 36

The report provides an update on Access to Services, Customer Services and Libraries work around, improving citizen access to services the place-based approach to doing so and support for digital inclusion.

**Contact:** Dave Thompson, Head of Access Strategy & Delivery, Jill Greenfield, Service Director Communities and Access Services, and Mags Rogerson Head of Local Integrated Partnerships.

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## **10: Future Priorities and Work Programme**

37 - 50

The Panel will consider:

- 1) The Forward Plan of Key Decisions (Corporate Services)
- 2) The Panel Work Programme

**Contact:** Jenny Bryce-Chan, Principal Governance Officer

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Contact Officer: Jenny Bryce-Chan

## KIRKLEES COUNCIL

### CORPORATE SCRUTINY PANEL

**Monday 3rd October 2022**

Present: Councillor John Taylor (Chair)  
Councillor Steve Hall  
Councillor Tyler Hawkins  
Councillor Harry McCarthy  
Councillor John Lawson  
Councillor Aleks Lukic

Co-optees Garry Kitchin

In attendance: Cllr Paul Davies, Cabinet Member Corporate Services  
Rachel Spencer-Henshall, Strategic Director, Corporate Strategy, Commissioning and Public Health  
Cllr Elizabeth Smaje, Chair of Overview and Scrutiny Management Committee  
Eamonn Croston, Service Director for Finance  
Julian Hobson, Acting Head of Service, Financial and Transactional Services  
Sarah Brown, Acting Head of Welfare and Exchequer  
Martin Dearnley, Head of Risk, Financial, IT and Transactional Services  
Alice Carruthers, Senior Finance Officer  
Jane Lockwood, Head of Procurement and Commissioning Support  
Jonathan Nunn, Policy, and Partnership Team Manager  
Andy Simcox, Service Director, for Strategy and Innovation  
Marcus Bowell, Head of Strategic Communication

Apologies: James Ryan (Co-Optee)

**1 Membership of the Committee**

Apologies were received from James Ryan.

**2 Minutes of the Previous Meeting**

That the minutes of the meetings be amended to reflect that Cllr Alek Lukic attended the meeting on the 15 August 2022.

**3 Interests**

No interests were declared.

## Corporate Scrutiny Panel - 3 October 2022

### 4 Admission of the Public

All agenda items were considered in public session.

### 5 Deputations/Petitions

No deputations or petitions were received.

### 6 Public Question Time

No public questions were asked.

### 7 Cabinet Member update on priorities from the Council Plan

Cllr Paul Davies, Cabinet Member for Corporate Services, provided an update on progress on his actions in the Corporate Plan, advising that last year, for the first time, the portfolio holder priorities were aligned with the Council Plan. He explained that a great deal of learning had taken place through that process, particularly around how priorities are set, and the outcomes, going forward, there will be further changes on how progress is tracked and monitored.

In summary, the Panel was informed that following the election in May, the Cabinet priorities were reviewed, and there was only one change was made, and that was to include the cost-of-living objective.

The key deliverables and indicative timescales were agreed for priorities and included in the annual re-fresh of the Council Plan. The next refresh will be in January 2023, and progress against those deliverables were included in the Mid-Year and End of Year Performance and Impact Annual Reports.

Cllr Davies advised that under each section of the Council Plan, priorities are allocated to Cabinet Members which align with the sections in the plan, and provided a breakdown of his priorities as follows:

**Shared by people** – reflect the changed relationship between the council and citizens in the new access to Services Strategy

- Agree an Access to Services Strategy that sets out the principles and guidance to be adopted to ensure citizens are placed centrally in how we approach access to council services. **Complete**
- Develop an Access to Services implementation plan, informed by a number of pilots to enable and support the principles leading to longer-term changes in relationships between the council and citizens. **Complete**
- Improve our current response times to enquiries and contacts. **Ongoing**

In response to this priority action, the Panel made comment and asked a number of questions as follows:

- The number of calls answered has increased, what quality assurance is there on the outcomes, and is there any information on whether people are being directed to the right place and whether they are actually getting to the services that they



## Corporate Scrutiny Panel - 3 October 2022

need in good time addressing the issues that they came with? Cllr Davies, agreed to pick this up with the relevant officer and report back to the Panel.

- Referring to a previous meeting where blue badge applications were discussed; Cllr Lukic raised a specific issue regarding blue badge applications. He explained that a local resident waited nine weeks from the initial application to the badge being issued, and questioned whether this was an area that is still moving in the wrong direction rather than improving?

**Independent** - Continue to develop the library service, including investment into the library estate, including Holmfirth, Heckmondwike and Mirfield.

- Continue the capital development programme to ensure the library estate provides inclusive and accessible services and spaces. **Elements delayed**
- Use our library estate to support and enable partnerships based in the heart of communities to embed place-based working and the role of libraries as community anchors. **Ongoing**

It will extend beyond March 2023, the accessibility improvements across the estate and the assessments and resulting actions are on track to be completed by March 2023. The new library in Birkby, and Fartown, opened as planned and has been hugely successful.

**Sustainable Economy** - Develop an Inclusive Procurement Strategy to support our ambitions to grow the voluntary and community sector, mutuals and social enterprises and support community wealth building and social value for our citizens.

- Undertake a social value assessment of our procurements as part of the Inclusive Procurement Strategy. **Complete**
- Develop a first draft of an Inclusive Procurement Strategy. **Complete**

**Safe and Cohesive** – make our community buildings more inclusive and progress inclusive asset transfers

- Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need are at the forefront of asset transfers. **Delayed revised completion date April 2023**

In response to this priority action, the Panel made comment and asked a number of questions as follows:

- Are there any transfer that have been returned to the council, particularly keeping an eye on the sustainability of these transfers, as sustainability could become an issue?

## Corporate Scrutiny Panel - 3 October 2022

- Cllr McCarthy raised a specific query with regard to Paddock Village Hall, he explained that it was a council asset transfer, which has since been put up for auction.

**Efficient and effective** – Make citizens proud of the places of Kirklees through effective communications.

- Engage with citizens, councillors, partners, and staff and agree the council's long-term Communications Strategy. **Delayed**
- Demonstrate evidence of increased reach and engagement in the council's work with citizens and communities. **Delayed**

### **Promote digital inclusion**

- Work with the public, third and voluntary sectors to discover what digital exclusion means beyond the pandemic across Kirklees, and deliver pilot solutions in different parts of Kirklees. **Complete**
- Build on cross-sector learning to consider how we can make best use of our assets and, by working with people, deliver sustainable inclusive digital solutions and services across Kirklees. **On track/ongoing**

### **Effective financial management to deliver our ambitions plans**

- Work with political and officer leadership, budget managers and key partners to ensure delivery of council outcomes within approved budgets. **Ongoing**
- Engage with government on a five-year management plan for the delivery of improved outcomes for children and young people with additional needs within available resources. **Ongoing**

### **Become an inclusive employer of choice**

- Develop and launch a Kirklees Careers website to showcase the variety of roles available in the council, and the benefits of working for an inclusive and flexible employer. **Complete**
- Launch Project Search – an internship programme for young people with autism and learning disabilities. **Complete**

### **Have highly skilled, flexible, and engaged staff**

- Pilot a workforce planning toolkit in priority areas. **Complete/ongoing**
- Rollout 'My Space' - a digital engagement tool - to all our frontline staff, supported by a digital upskilling development programme. **Complete/ongoing**
- Put flexibility at the heart of all our jobs through our Timewise project. **Complete**

## Corporate Scrutiny Panel - 3 October 2022

In response to this priority action, the Panel made comment and asked a number of questions as follows:

- On digital inclusion, the hope is that the bulk of the direction is on access to services, there is also the need to improve consultation data
- Place standard, teaches how to engage with people, what work is going to be undertaken to ensure closer work with community groups?
- The 'Let's, Talk Digital' survey was carried out in February, how was the survey done?
- Mentioned at a previous panel meeting, was the Council app, and social media and the importance of making it more user friendly and as easy to use as possible, as this might alleviate some of the pressures on the phone system

### **RESOLVED:**

That Cllr Paul Davies be thanked for providing an update on his priorities from the Council Plan.

## **8 Council Financial update**

Eamonn Croston, Service Director, Finance, provided an update on the council finance, advising that the information being presented, sets out a high level overview of potential impacts on the council's in-year financial position.

In summary, the Panel was informed that since the last finance update report was presented to the Corporate Scrutiny Panel on the 5<sup>th</sup> July 2022, there has been a great deal happening in a relatively short space of time.

The Council's Q1 financial monitoring report was presented to Cabinet on the 9<sup>th</sup> August 2022, and the report put an early quantification on the impact of the escalating energy prices, the likely 2022/23 pay award, and other inflationary impacts including food and fuel across council activity. None of these could have been predicted when the council approved its 2022/23 budget plans at Budget Council in February 2022.

The Cabinet report set out in broad terms, the level of risk impact from the cost-of-living issues and the escalating impact of the war in Ukraine. Since then, work has been undertaken to put some quantitative measures on those issues that are coming through, in terms of unbudgeted pressures on the Council's bottom line. The main areas in terms of the in-year position are the energy costs, which is impacting everywhere, on gas and electricity and the council is no less affected than businesses and households. This is in addition to the pending pay award.

The Panel was informed that when the Q1 report was presented to Cabinet in August, the prediction was a 5% uplift for directly employed staff, the actual offer is a flat rate £1925, per member of staff and that came after Q1 monitoring, in terms of the updated position. The Q1 position has been updated by an extra £4m as the average pay award across staff equates to approximately 7.7% from 5% which makes a big difference. There are other inflationary pressures, including fuel and food, some of which continue to be volatile.

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The purpose of the Medium Term Financial Strategy (MTFS) report, is to review the multi-year funding and spend assumptions as a basis for setting out what the financial planning framework is for the subsequent development of budget plans that feed into the annual budget round. The multi-year plans are refreshed on an annual basis.

The Panel was informed that in essence, many of the in-year pressures around cost-of-living, will roll forward to 2023/24. There was already a starting budget gap of approximately, £16m from the previous multi-year budget plan, and the impact of the cost-of-living pressures has increased that budget gap to £40m, based on a set of estimates a starting point snapshot.

The 2023/24 MTFS report also includes some sensitivity analysis and the baseline position was a £41.3m budget gap on general fund revenue. By slightly tweaking some of those key variables, the impact on spend and income assumptions in relation to that budget gap could actually be as high as £55m, based on a number of scenarios or it could reduce to approximately £36m.

The Panel was informed that the Capital Plan is being reviewed particularly in light of the issue of interest rates which is a volatile situation, not just for the council but the knock on effect on mortgages also. The interest rate assumptions are continually being reviewed, in terms of what the borrowing requirements might be going forward and what that might cost. In September, that was reviewed and increased from 0.5% to 3%, which shows the scale at which interest rates are increasing. In response to this the Corporate Capital Plan is also being reviewed, to look at the overall affordability of that plan.

Since the report was presented to Council in September, the government has announced some further measures including:

- The energy price guarantee for households up to 2 years
- Energy Support to businesses, which include councils and schools, up to 6 months with a 3 month review

It is expected that on the 23<sup>rd</sup> November 2022, the government will announce the Medium Term Fiscal Plan and that will come with an Office of Budget Responsibility (OBR) updated economic forecast. There is considerable pressure for the government to bring the OBR forecast forward and also to bring forward what the governments indication of what the fiscal plan might look like. That announcement will be important for the council, because it will give a better indication whether or not the government is going to support certain sectors around their in-year cost-of-living pressures, or is the expectation that the council manages within the resources the government set out last year.

The resources that were set out last year, the additional funding was mainly around a continuation of the General Council tax uplift 2% threshold, both for next year and also potentially, a continuation of the adult social care precept at 1% per annum. Those two measures combined, would potentially bring in an extra income for the council of approximately £6 million, however, taking into consideration the

## Corporate Scrutiny Panel - 3 October 2022

inflationary pressures and the £16m gap, that would not cover additional pressures in social care next year. There are some significant issues coming over the horizon.

The government has also indicated that potentially they would look at some of the funding assumptions between health and social care, given that there is a recognition that the care sector needs funding support in the short term to deal with some of the ongoing national health issues around hospital discharge. The government has also indicated that while they might reverse the National Insurance levy to health and social care, they seem to be still committed to having that equivalent level of funding; albeit currently funded by extra borrowing.

The council is having to forward project and predict the council's financial position taking into account all those factors, it really is around a fundamental risk assessment and within that risk assessment, clearly spelled out in the September report to council, is that there will need to be a minimum level of useable reserve set aside to support the council with its short to medium term financial stability and resilience.

If the council is prepared to potentially take on a little bit more risk, in terms of some of the volatile factors currently influencing the bottom line, there would have to be a corresponding and reasonable amount and adequate level of reserve set aside to cover those future risk. Whatever is predicted and when considering February's annual budget, there are so many variables with the funding and spending predictions, the landscape could change quite quickly again over the next 12 months and beyond.

There are things that the council can begin to think about, for example the corporate capital plan review and a line by line review of everything is in scope. This is not just looking at funding options, prioritisation, rephasing, reprofiling, but also tying that in with the overall aspiration ambition that was set out when the plans were put in place. It is not about getting rid of all the aspiration ambition, it is just working out given the current climate, how to go about doing these things differently or through the lens of the current challenges.

There is a broader review of the council's operation assets, more medium and longer term this is not just looking at operational day-to-day spend but also looking at everything that is on the balance sheet. There is an ongoing demand review of essential services, the adult social care, children's early intervention prevention, transformation, activity around special educational needs and disabilities. This is going to be critical in order to deliver what has been set out in terms of the medium term management plan around the Safety Valve Reduction Plan.

All of this is happening in real time, and it is therefore important on a daily basis to keep an eye on what is being reported in the national and international press as this can to some extent influence the bottom line.

The Panel was informed that a report will be going back to Cabinet and Council before the end of this financial year, which will describe in more detail what is happening regarding these factors in terms of the reviewed position from what was presented to Council in September.

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In response to the information presented, the Panel made comment and asked a number of questions as follows:

- The noises that seem to be coming from the financial picture locally and from national government seems to be indicating that aggressive efficiencies, may be needed which may potentially include staffing losses, is that a conversation that has been had?
- The types of energy support being announced by government recently. How does that change the situation for the council, and can that be quantified at the moment?
- What do the current financial pressures look like compared to the previous ten years when the austerity measures were in place?

### **RESOLVED:**

That Eamonn Croston, be thanked for providing an update on the Council finances.

### **9 Responding to the Cost-of-Living Crisis**

Sarah Brown, Acting Head, Welfare and Exchequer and Julian Hobson, Acting Head of Service, provided an update on the current cost-of-living situation. In summary, the Panel was informed that work is being undertaken on signposting, the website, and the wider messages to local residents. The Kirklees website has a number of pages dedicated to cost of living support linked from the opening banner, which is Kirklees Gov UK cost-of-living, and it is broken down into pages that provide information and where appropriate the pages are broken down further.

The headlines are financial support and debt advice, keeping your house warm and reducing energy bills, support with the cost of food, Kirklees jobs and careers, mental health support, the latest news on the cost of living and the cost-of-living e-mail bulletin sign up. This information is continually being kept up to date, and the support across those pages ranges from access to financial support, and advice provided either directly or indirectly through partners in the voluntary and statutory sectors.

The Panel was provided with the following information:

- the energy rebate scheme ended on Friday 20<sup>th</sup> September 2022, with the activity occurring between the 1st of April and at the end of September. 161,684 households with a total value of £24m has been paid
- In terms of credits to council tax accounts, the amount credited, both at people's request and as a default position, is just under £5m, credited to council tax accounts and to date £220,000 of that has been refunded at people's request There is significant work to do potentially around refunds of that money as people require it
- In terms of the credits to Council tax accounts, the collection rate at the moment is just above target, and that means for rollover next year, it will be approximately £1.5 million potential carry forward into the next financial year, in addition to what was already expected

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- There is an ongoing welfare provision scheme in Kirklees, which for the most part provides a small sum of money for energy support, the majority of that is provided with partner food banks and that equates to £0.5m each year
- Because of the Household Support fund, there has been a lot more money available for each six months period, in the last six months, which ended on the 30th of September, that additional sum was £3.7 million
- Combining the £3.7 million, the Household Support Fund, local welfare provision monies, and the discretionary energy rebate monies equates to 3284 referrals to food banks, 6655 fuel payments
- In terms of the discretionary fund, the council was in a position to provide support to those in Band E to H who would not have qualified under the main scheme, and 182 households were paid from that particular cohort, and 273 households were then invited to make an application to the discretionary fund
- There has been 428,000 additional support to foodbanks and community organisations over the last 6 months
- £1.8m substitute financial support, was provided during the school holidays branded as cost-of-living payment, instead of free school meals support that historically had been provided
- £1.2m for pensioners, out of the household support fund, as a third of that money needed to be directed towards pensioners
- In terms of the support normally provided each year, there have been 966 discretionary housing payments, the annual sum for that is £487,000
- As part of the ordinary offer in relation to Council tax, there is the Council tax reduction scheme which meets or helps to meet the liability in Kirklees of 35,000 residents out of the 190,000
- In addition to the ordinary scheme, last year at budget, the authority decided to award an additional £150 to anybody that had a residual Council tax liability and was also a Council tax reduction recipient
- There are approximately 17,000 young people in Kirklees in receipt of free school meals and if the colleges are included, who do their own free school meal assessment, that's around 18,5000

The Panel was informed that the 'Bread and Butter Scheme' continues to be rolled out, where possible in partnership with the organisations where the bread and butter scheme is delivering. The aim is to ensure that the authority does not have any continuing connection, because if there were to be any budget pressures, it's likely that it would put pressure on whether that could continue or not. While the authority provides seed funding in order to get the scheme moving, there isn't any continuing liability on the authority for continued support. There are four hubs operating at the moment, and approximately 80 households that are members of those hubs that benefit each week; however, they are oversubscribed in many of the areas.

A report will be considered by Cabinet on the 11<sup>th</sup> October 2022, seeking authorisation in respect of spend for the next six months, and this will be followed by a further report around the mayor's cost of living fund. The West Yorkshire Mayor has established a fund which had two main elements. One is around warm spaces, and the other is around providing cost of living support to those that are in work and on low income. The Council has put in an expression of interest to the mayor's fund, to be in a position to distribute some of that money in Kirklees. The decision will be

## Corporate Scrutiny Panel - 3 October 2022

made by West Yorkshire Combined Authority, and a Key Decision Notice has been submitted to take the report to Cabinet on the 16<sup>th</sup> November.

In response to the information presented the Panel asked questions and made comment as follows:

- What do partners think of the 'Bread and Butter' Scheme, which is managed by a charity in Manchester, and local partners who run similar schemes say they were not consulted?
- The Bread and Butter scheme in one area is suffering from a lack of volunteers and without volunteers the scheme may struggle in the future.

### RESOLVED

That:

- a) Sarah Brown and Julian Hobson be thanked for providing an update on the Council's response to the cost of living crisis
- b) That a written summary of the information presented will be circulated to Panel members

### 10 **Corporate Risk Register & Risk Management Action Plan**

Martin Dearnley, Head of Risk, Financial and IT and Alice Carruthers, Senior Finance Officer, provided an update on the Corporate Risk Register. The Panel was informed that many of the decisions that the Council will be taking in the next few weeks and months, will be about the fundamental risk appetite on certain decisions and expectations regarding inflation, spend, demand and income levels and the number of defaults in relation to HRA, council tax and business rates.

Making choices on these issues depend on what the council puts into its fundamental strategic budget, and it will be a hard task for the Service Director of Finance to guide the council in order to reach an ultimate conclusion on how many of those risks it is willing to take. Ultimately, the more risk that is taken, the more money that will need to be set aside, a sort of risk contingency, to cover the fact that if a lot of risk is taken, some of them will work and some won't.

The Panel was advised that at a slightly lower level, the risk document that has been shared with the Panel, looks to address a case and project risk assessment, the long term strategic risk matrix and there are more detailed risk matrices at service level and ones that are considered by Executive Team and Cabinet on a quarterly basis to talk about emerging risks.

The risk register is the sort of fairly stable long term document, that lists what the core risks of the organisation are. Those risks are not significantly different to many other local authorities. There are one or two specific to Kirklees, however, many of those will apply to almost every local authority at the present time, for reasons that they are all facing the same financial problems and the same challenges around funding resourcing certainties and inflation.



Contained in the appended report are a selection of mitigations, which are in essence the controls that are in place, to try to understand where those risks are. The more sophisticated those methodologies, the easier it is to understand when a risk is moving from being possible, to crystallising, to becoming more certain and that is a hazard in terms of financial consequence.

The Panel was informed that as risks are taken, it is worth remembering, there are those that are longer term risks that can be addressed in the short term or avoided, things that are insured, they are covered for now, however, if they go wrong, it will affect the insurance premiums in the future. It may be possible to make short term savings, however, there may be longer term consequences and it's important to understand the risk of those choices.

A description of process, the aim at the present time is to strengthen the information about the quality of the Council's understanding of risk and the knowledge across the organisation. Ultimately, it is for those in charge of governance to make decisions regarding risk appetite and how to execute those choices in the immediate.

The Panel was informed that some of the work that is underway to further embed the process within services is a focus on consistency of approach. There are some strong pockets of risk management and understanding out there, and it is making sure that that is being shared. The risk assessment has been reviewed and relaunched with clear guidance ensuring that everyone is comparing consistently when talking about risks.

In response to the information presented, the Panel made comment and asked questions as follows:

- How is it determined whether a risk is improving, unchanged or worsening?
- It would be interesting to eventually see, some alignment and the understanding of these risks and the financial reserves put to one side for them and do some work to understand the financial impact if those risks materialised.

**RESOLVED:**

That Martin Dearnley and Alice Carruthers be thanked for providing an update on the Corporate Risk Register & Risk Management Action Plan.

- 11 Procurement Strategy**  
Jane Lockwood, Head of Procurement and Commissioning Support, provided an update on the development of the Procurement Strategy, advising the Panel that the strategy has been developed to support the strategic aims and priorities of the Council. The Procurement Strategy, and the Social Value Policy are closely related pieces of work.

It has been a while since there has been a new procurement strategy, however that does not mean that the activities were not being undertaken by the procurement

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team who have been very busy implementing a new model, moving from a devolved procurement model to a centralised category led model. There have been some great successes from the work of the team, and this has been recognised nationally, winning a number of awards, and it is important to recognise the work the team have undertaken and the progress they have made in a short space of time.

This new strategy is very ambitious, and it is framed around five key themes, some of which are externally facing, and some are internally facing.

The strategy is framed around the key themes of:

- ***Delivering Social Value: securing the best economic, social, and environmental benefits for our people and places***
- ***Promoting Inclusive Procurement: promoting a vibrant and mixed local economy, recognising the importance, innovation and value offered by our Small or Medium sized Enterprises and Voluntary Community and Social Enterprises***
- ***Continuing to develop our category-led approach: sourcing more strategically, more innovatively, stimulating and encouraging competition***
- ***Striving for innovation and improvement in all that we do: delivering an effective commercial function that works in proactive, flexible, and innovative ways***
- ***Good governance: using proportionate controls, systems and standards, and management of procurement risk***

The Panel was informed that it is important to emphasise that demonstrating value for money and partnership working remain at the heart of everything that is undertaken. Procurement can play a key role in delivering value for money and improving efficiency. There are some challenges around reporting and measuring the impact of any new strategy, and this is pertinent to procurement and some of the data sets currently held. There are a suite of indicators that have been developed, following discussions Leadership Management Team and Executive Team about how to prioritise some support to work on these measures, to bring progress updates and show the Panel the progress of the work.

The strategy is supplemented by an action plan, this is a working, live document and will change throughout the course. It will also take into account any feedback and lessons learned along the way.

In response to the information presented the Panel made comment and asked questions as follows:

- There is room for improvement in how smaller organisations are brought in. For example, they might not have much capacity to go to an event, however if they use the website, it could be made clearer, what are the different things they need

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to look for and how do they register and not make assumptions about what they might already know about public procurements and how it works. Are there any plans to develop this further for those groups?

- Within the Council there is a community's team, with effective officers that help small community groups seek grants. It may be worth making sure that they understand the capacity to apply for pieces of work contracts. That is possibly a way to reach a lot smaller groups that do not necessarily go through the third sector leaders.

### **RESOLVED:**

That Jane Lockwood be thanked for providing an update on the Procurement Strategy.

## **12 Future Priorities and Work Programme**

### **RESOLVED:**

That the future priorities and work programme be noted.

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<b>KIRKLEES COUNCIL</b>					
<b>COUNCIL/CABINET/COMMITTEE MEETINGS ETC</b>					
<b>DECLARATION OF INTERESTS</b>					
Corporate Scrutiny Panel					
<b>Name of Councillor</b>					
<b>Item in which you have an interest</b>	<b>Type of interest (eg a disclosable pecuniary interest or an "Other Interest")</b>	<b>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]</b>	<b>Brief description of your interest</b>		

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:** 28 November 2022

**Title of report:** Council financial update

**Purpose of the report**

To update Corporate Scrutiny Panel on current financial issues impacting on the Council

<b>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?</b>	<b>Yes</b>
<b>Key decision - is it in the <u>Council’s Forward Plan (key decisions and private reports)</u>?</b>	<b>Key decision - Yes</b>
<b>The Decision - Is it eligible for “call in” by <u>Scrutiny</u>?</b>	<b>No</b>
<b>Date signed off by Strategic Director &amp; name</b>	Rachel Spencer-Henshall, 18 November 2022
<b>Is it also signed off by the Service Director for Finance</b>	Eamonn Croston, 18 November 2022
<b>Is it also signed off by the Service Director – Legal, Governance &amp; Commissioning ?</b>	Julie Muscroft, 18 November 2022
<b>Cabinet member <u>portfolio - Corporate</u></b>	<b>Cllr Paul Davies</b>

**Electoral wards affected:** All

**Ward Councillors consulted:** All

**Public or private:** Public

**GDPR:** This report contains no information that falls within the scope of General Data Protection Regulations.

## 1. Summary

- 1.1 The Council financial update report presented to Corporate Scrutiny Panel (CSP) on 19 September 2022 set out the very significant global, national and local context and challenges for an emerging Cost of Living crisis and impact on the Council’s in-year financial position (Quarter 1 financial monitoring). The report also informed Scrutiny Panel on the predicted wash through impacts of Cost of Living inflationary cost and other pressures on updated spend and funding assumptions that informed the

2023/24 Medium term Financial Strategy (MTFS) update report to Council on 7 September 2022.

- 1.2 This report presents a further update on the Council’s in-year financial position as at Quarter 2, current MTFS development in preparation for 2023/24, and a high level ‘heads up’ on the Government’s Autumn Budget Statement announcement on 17 November, and what the implications of this might be for local government funding for 2023/24.

**Quarter 2 2022/23 – Council financial monitoring position**

- 1.3 The Council’s Quarter 2 financial monitoring report was presented to Cabinet on 16 November 2022. The General Fund revenue financial forecast as at Quarter 2 is summarised below:

**Table 1 - Overview of 2022/23 forecast revenue outturn position at Quarter 2**

	Revised Budget	Outturn	Total variance	Variance split:	
				Cost of Living	Other
	£000	£000	£000	£000	£000
Children & Families	80,740	87,236	6,496	3,100	3,396
Adults & Health	116,993	118,768	1,775	-	1,775
Environment & Climate Change	38,707	48,329	9,622	2,228	7,394
Growth & Regeneration	16,152	17,930	1,778	-	1,778
Corporate Services	40,572	43,710	3,138	1,700	1,438
Central Budgets	45,920	57,428	11,508	15,500	(3,992)
<b>General Fund Sub-Total</b>	<b>339,084</b>	<b>373,401</b>	<b>34,317</b>	<b>22,528</b>	<b>11,789</b>
Reserves Drawdown to Offset Cost of Living	-	(10,000)	(10,000)	(10,000)	-
<b>Revised General Fund Total</b>	<b>339,084</b>	<b>363,401</b>	<b>24,317</b>	<b>12,528</b>	<b>11,789</b>

- 1.4 The forecast indicates an overall unbudgeted pressure of £34.3m; equivalent to 10.1% of the £339m net budget. The net pressure at £24.3m reflects Council proposed use of earmarked funds up to £10m in-year to help mitigate Cost of Living pressures.
- 1.5 The overall pressure represents an increase of £9.7m compared to Q1 forecast ; £2.7m relating to cost of living pressures (mainly pay award), and £7.0m other pressures; a combination of increased demand/cost pressures on statutory service provision for vulnerable adults and children, further inflationary pressures on a range of contracted activity including school transport and IT, and continued protracted discretionary income recovery across a range of service activity ; both service user and commercial income related.

**Cost of Living Crisis – council wide impacts**



- 1.6 The overriding pressure still is the impact of unbudgeted Cost of Living inflationary pressures; mainly gas price uplifts in excess of 400% & electricity price uplifts at over 100% resulting in a £11.7m in-year pressure for energy alone.
- 1.7 Elsewhere, the Council had budgeted for an assumed annual staff pay award of 2% for 2022/23. The Q2 report now incorporates the national employers association (representing Councils) agreed pay uplift for directly employed staff at £1,925 flat increase (full time equivalent). This averages out at 7.7% across all Council staff; adding a further £8.6m unbudgeted pressure in 2022/23. This excludes schools staff who are subject of a separate pay award offer of 5%.
- 1.8 Other unbudgeted inflationary pressures included fuel at £0.7m and food at £1.5m. The central budget underspend reflects the release of contingencies to offset service income losses.

### **Other pressures – key highlights**

- 1.9 Other pressures includes an overall £3.2m on schools transport across Children and Environment & Climate change Directorates; both demand and inflationary pressures on contracted provision. Elsewhere, there is some demand volatility across Adults activity with an overall forecast pressure of £1.8m, and in-year pressures against SEND base budget activity at £1.9m.
- 1.10 Within Environment & Climate Change Directorate, there are also service income loss pressures within car parking at £1.2m, catering at £0.8m and £1.2m across markets, town & public halls and bereavement. Similar income loss pressures in Growth & Regeneration Directorate include commercial rent losses at £0.8m. Corporate Strategy, Commissioning & Public health pressures includes IT at £0.6m; mainly contract and supply cost inflation pressures.
- 1.11 The Q2 monitoring report also makes reference to the funding agreement the Council now has with the Department for Education; for upto £33.5m funding support to help bring the Council's historic schools funding deficit position (relating to children and young people with high needs), into balance over the 5 year period; part of a wider transformation agenda for children and young people with Special Educational Needs and Disabilities (SEND).

### **Management actions**

- 1.12 Q1 report previously indicated that officers would consider a range of management actions to mitigate in-year pressures as far as possible. And a number of these measures have been implemented, otherwise the net pressure may have been higher; including review of agency costs, vacancy management, targeted use of one-off in-year government specific grant funding.
- 1.13 Alongside the above, officers will be bringing forward proposals to re-introduce the Government's flexible capital receipts policy from 2022/23 onwards, against allowable revenue expenditure. This is expected to release a minimum of £2m revenue pressure in the current year, and similar in future years against eligible transformation activity.
- 1.14 However, the extent of unbudgeted pressures reported at Quarter 2 have necessitated further actions to current year end. These include a temporary freeze on recruitment, reduction in agency staff, rationalising use of council buildings, increased scrutiny on all new expenditure and reductions in nonessential expenditure across services. This

is in addition to ongoing work to review in-year demand forecasts across adults and children's services, continued exploration of all external funding opportunities, ongoing review of fees and charges, and a corporate led capital plan review.

- 1.15 The above proposed further management actions are intended to help reduce forecast Council costs from current headline Quarter 2 projections, and will be phased in as appropriate over the coming weeks. The scale of potential additional cost reductions to current year end will depend on the subsequent timing of the implementation of the above measures. Based on a range of current intelligence including staff numbers and turnover trends, agency cost trends and net energy costs (and consumption trends over the period in question), a high level overall estimate of further cost reduction in the region of £4 million is considered reasonable at this stage, noting the intended deliverability of this in a relatively short timescale to current year end
- 1.16 To expedite the range of proposed management actions proposed above, at pace, Cabinet have also approved delegation for the temporary operational measures set out above, to the relevant strategic director in conjunction with the relevant portfolio-holder (s), to be taken at short notice as appropriate, having taken account of relevant powers duties and obligation to consult/ engage.

### **Council tax and business rates collection**

- 1.17 Elsewhere, the in-year position on collection fund, which accounts separately for council tax and business rates income collection, is broadly in line with £275m budgeted income forecasts, but subject to some element of volatility; in particular the impact on residents and business of the Cost of Living crisis and the potential effect this may have on the target in-year collection rates and bad debt provision requirements.

### **Housing Revenue Account**

- 1.18 The Council's Housing Revenue Account (HRA) accounts for all Council housing related revenue expenditure and income in a separate statutory (ring-fenced) account.
- 1.19 The forecast revenue outturn at Quarter 2 is a net £0.5m surplus against an annual turnover budget of £94.8m. The forecast includes a range of cost of living inflationary pressures including pay award at £0.7m and repair, maintenance and utility costs at £2.6m, offset by a combination of in-year efficiency savings including vacancy management, and HRA reserves offset of £1.8m.
- 1.20 Forecast HRA reserves at 31 March 2023, which includes providing for business risks and investment needs, are £38m.

### **Capital Plan**

- 1.21 The overall capital plan for 2022/23 is £258m, and a projected outturn against this at £227m; an underspend of £31m. However, some £175m against the plan relates to major infrastructure/regeneration activity funded through West Yorkshire Combined Mayoral Authority, and it is anticipated that much of this will slip into future years.
- 1.22 The multi-year capital plan is currently subject to a more fundamental corporate review and affordability assessment, in light of the scale of financial challenges facing the Council; in particular relating to Cost of Living pressures.

1.23 The review will cover prioritisation, phasing flexibility including impact and risk assessment, funding alternatives to prudential borrowing, stretching the plan over a longer time frame, and subsequent proposals brought forward through the remainder of the current budget round for member consideration.

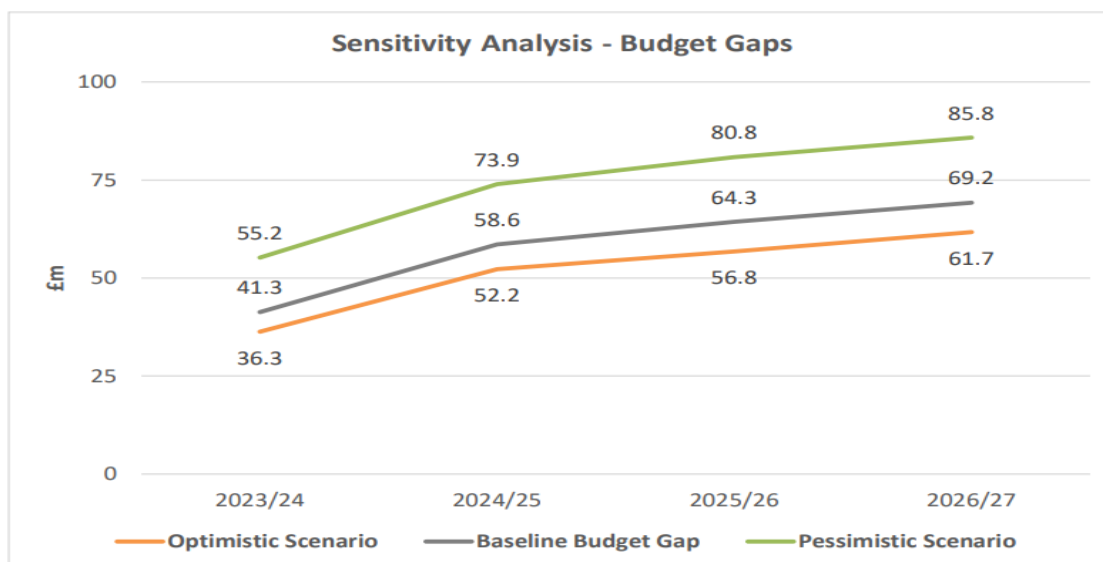
1.24 The overall affordability of the plan will be assessed against two key aspects. The first is annual revenue service debt requirements built into the baseline spend forecasts. The second aspect is current significant inflationary pressures on capital costs, which impact across the totality of the plan.

### **Council Medium Term Financial Strategy (MTFS) Re-fresh 2023/24**

1.25 As reported to CSP previously, the updated MTFS is presented annually to Council and provides a financial planning framework for the consideration of subsequent budget proposals to come back to Budget Council early 2023, to deliver a balanced budget for the next financial year, as statutorily required. It also includes forecast spend and funding assumptions for subsequent years.

1.26 The 2023/24 MTFS update report presented to Council on 7 September 2022 was heavily informed by the roll forward of significant 2022/23 Cost of Living pressures into 2023/24, alongside a starting point budget gap already of £16.4m for 2023/24. The impact of Cost of Living pressures largely accounted for an overall increase in the budget gap to £41.3m for 2023/24. These included a pay award assumption at 5% for 2023/24 (current plan had assumed 2%), and further inflationary pressures on fuel, food and energy.

1.27 The report also included a high level sensitivity analysis, replicated below.



1.28 The baseline £41.3m budget gap forecast for 2023/24 is now likely to increase significantly and beyond the £55.2m more pessimistic scenario above, in light of the following; Q2 monitoring position, the likely continued global and national economic challenges, and consequential extended cost of living crisis and financial market impacts on energy price volatility, continuing labour supply and cost of living wage pressures, continuing CPI inflationary pressures and likely further upward pressure on bank of England base rates, and prospect of an extended recessionary period.

1.29 Alongside the above, the Service Director – Finance will give a more detailed verbal update on the impact of the Autumn Budget statement announcement on 17

November and what that means for local government finance; noting that the subsequent provisional funding settlement for local government for 2023/24, at an individual Council level, is not expected until 20/21 December 2022.

### **General fund Reserves**

- 1.30 Council reserves are an important element of overall financial strategy in terms of giving some added financial resilience to the organisation. In part, reserves, which are one-off funds, give the Council added protection against a range of potential unbudgeted risks. The current Cost of Living crisis has potentially significantly added to the level of risk exposure that Councils are already facing.
- 1.31 Reserves can also support a range of developments to meet specific organisational objectives, but in themselves should not be used to cover recurrent Council costs.
- 1.32 Within the Council's annual budget report, the Chief Finance Officer (CFO) has to give a positive assurance statement on the adequacy of reserves. The MTFs update report to Council on 7 September 2022 recommended that the Council has a minimum unallocated reserves requirement of £47m; equivalent to about 14% of net revenue budget (excluding ring-fenced public health reserves and school balances) at the start of 2023/24 to meet future unbudgeted risks.
- 1.33 At the start of April 2022, the Council held £149m in usable reserves, and is forecast to drawdown £70m in-year; includes budget approved 22/23 movements at £27m, and a further £34m reflecting the unplanned in-year forecast overspends.
- 1.34 Forecast year-end usable reserves are at £80m, as at Q2 monitoring (detailed breakdown of general fund reserves fin-year forecast attached at Appendix A). These are one off funds which are a significant part of the Council's financial strategy and resilience. In light of the extent of in-year drawdown; in the main to manage the impact of unprecedented cost of living pressures, the extent of reserves drawdown correspondingly reduces the Council's short and medium-term financial resilience, along with many others across the local government. As noted earlier in this report, the further consequential impact of the Government Autumn Statement announcement on 17 November on the Council's financial resilience and sustainability over the immediate and medium term, will be updated verbally at CSP on 28 November.
- 1.35 The further in-year management actions referenced in this report, alongside a range of developing budget proposals for 2023/24, will be considered against the increasingly challenging post Pandemic, Cost of Living crisis and Autumn Statement contexts referred to in this report.

## **2. Information required to take a decision**

- 2.1 The issues highlighted in section 1 of this report, alongside a verbal update on the likely impact of the Autumn Budget Statement for local government funding, will be considered at CSP.

## **3 Implications for the Council**

- 3.1 The Council's budget plans support the overall delivery of the following Council objectives and Priorities within available resources:

- i) Working with People
- ii) Place Based Working
- iii) Climate Change and Air Quality
- iv) Improving Outcomes for Children
- v) Cost of living impact on residents

### **Other (e.g Financial, Legal or Human Resources)**

- 3.2 A robust Medium Term Financial Plan and budget strategy is a key element of financial and service planning. The cost of living crisis as set out in this report presents a number of emerging and potentially significant pressures in 2022/23 and will require further and significant in-year management actions to address.
- 3.3 Alongside this, following the MTFFS report to Council on 7 September, and ongoing review of global, national, regional and local factors that continue to impact on the extent of the Council's financial challenge for 2023/24 which will be significant, budget proposals will be considered over the remainder of the current budget round ; ultimately for consideration at Budget Council early in 2023.

### **RISK ASSESSMENT**

- 3.4 The financial update presented in this report is based on a range of local, national and international 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.

## **4. Consultees and their opinions**

- 4.1 This report is based on consultation with the Council's Executive Team and Cabinet members in assessing the current issues, risks and factors to be addressed.

## **5. Next Steps**

- 5.1 The Council's Chief Finance Officer (& Service Director, Finance) will co-ordinate the development of draft management actions and mitigation proposals for further Cabinet consideration to address the emerging in-year pressures, alongside consideration of emerging budget developments and proposals to inform the 2023/24 budget round, herein; including any significant baseline Council spend and funding assumption changes to feed into subsequent budget development and further in-year financial monitoring as appropriate.

## **6. Cabinet portfolio-holders recommendations**

That the contents of this report be noted and discussed.

## **7. Officer recommendations and reasons**

To note and consider the content of this report.

## **8. Contact Officer**

Eamonn Croston, Service Director, Finance  
[eamonn.croston@kirklees.gov.uk](mailto:eamonn.croston@kirklees.gov.uk)

James Anderson, Head of Service, Accountancy  
[james.anderson@kirklees.gov.uk](mailto:james.anderson@kirklees.gov.uk)

Sarah Hill, Finance Manager, Finance  
[sarahm.hill@kirklees.gov.uk](mailto:sarahm.hill@kirklees.gov.uk)

## **9. Background papers and History of Decisions**

Annual budget report 2022/23 & future years - Budget Council, 16 February 2022  
Financial Update report 2022/23 - Corporate Scrutiny Panel, 5 July 2022  
Quarter 1 financial monitoring report 2022/23 – Cabinet, 9 August 2022  
Quarter 2 financial monitoring report 2022/23 – Cabinet 16 November 2022  
2023/24 Medium Term Financial Strategy update report – Cabinet 5 September /  
Council 7 September 2022

## **10. Service Director responsible**

Eamonn Croston, Service Director, Finance  
[eamonn.croston@kirklees.gov.uk](mailto:eamonn.croston@kirklees.gov.uk)

## General Fund Earmarked Reserves

	Reserves position as at 1 April 2022	Budget report Approved Movements	Revised reserves position at 1 April 2022	MTFS Approved Transfers	Planned Net Drawdown in-year	Unplanned use of Reserves ( <i>Forecast Variance</i> )	Forecasted Reserves position as at 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Statutory (School Reserves)</b>							
Schools Balances	(15,503)	-	(15,503)		-	-	(15,503)
Public Health	(1,442)	-	(1,442)		-	-	(1,442)
<b>Total Statutory (School Reserves)</b>	<b>(16,945)</b>	<b>-</b>	<b>(16,945)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(16,945)</b>
<b>Earmarked</b>							-
<b>Transformation/Development Funding</b>							
Ward Based Activity	(1,286)	-	(1,286)		120	-	(1,166)
Strategic Investment support	(4,500)	-	(4,500)		276	-	(4,224)
Waste Management	(2,000)	2,000	-		-	-	-
Mental Health	(639)	-	(639)		32	-	(607)
Inclusive Investment	(3,045)	-	(3,045)		159	-	(2,886)
Place Partnership Theme	(2,000)	-	(2,000)		-	-	(2,000)
Transformation	(4,166)	-	(4,166)		-	-	(4,166)
Place Standard	(1,000)	-	(1,000)		19	-	(981)
Local Welfare provision initiatives	(2,641)	2,641	(0)		-	-	(0)
Apprenticeship Levy	(2,915)	-	(2,915)		-	-	(2,915)
Workforce Planning				(1,500)			(1,500)
<b>Total Transformation/Development Funding</b>	<b>(24,192)</b>	<b>4,641</b>	<b>(19,551)</b>	<b>(1,500)</b>	<b>606</b>	<b>-</b>	<b>(20,445)</b>
<b>Revenue Grants/Other</b>							
Revenue Grants (various)	(18,468)	-	(18,468)		2,059	-	(16,409)
Rollover	(353)	-	(353)		319	-	(34)
Stronger Families Grant	(1,524)	-	(1,524)		-	-	(1,524)
Social Care Reserve	(1,285)	-	(1,285)		-	-	(1,285)
School PFI	-	-	-		-	-	-
Other	(3,645)	-	(3,645)		302	-	(3,343)
Drawdown to offset 2022/23 cost of living pressures					5,000		5,000
<b>Total Revenue Grants/Other</b>	<b>(25,275)</b>	<b>-</b>	<b>(25,275)</b>	<b>-</b>	<b>7,680</b>	<b>-</b>	<b>(17,595)</b>
<b>Risk Reserves - Specific Purposes</b>							
Insurance	(1,900)	-	(1,900)		-	-	(1,900)
Property and Other Loans	(3,000)	1,000	(2,000)		-	-	(2,000)
Treasury Smoothing	(960)	-	(960)		-	-	(960)

	Reserves position as at 1 April 2022	Budget report Approved Movements	Revised reserves position at 1 April 2022	MTFS Approved Transfers	Planned Net Drawdown in-year	Unplanned use of Reserves (Forecast Variance)	Forecasted Reserves position as at 31 March 2023
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Total Risk Reserves - Specific Purposes</b>	<b>(5,860)</b>	<b>1,000</b>	<b>(4,860)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,860)</b>
<b>Risk Reserves - Budget Risks</b>							
Demand Reserve	(17,352)	-	(17,352)		8,550	-	(8,802)
<b>Total Risk Reserves - Budget Risks</b>	<b>(17,352)</b>	<b>-</b>	<b>(17,352)</b>	<b>-</b>	<b>8,550</b>	<b>-</b>	<b>(8,802)</b>
<b>Earmarked (COVID) Reserves</b>							
COVID Response - Unfunded Risks	(3,884)	3,884	-		-	-	-
COVID Response - Recovery Fund	(2,367)	-	(2,367)	1,500	105	-	(762)
COVID Response - Collection Fund (Risk)	(6,400)	6,400	-		-	-	-
COVID Response - Leisure Support (KAL)	-	(1,500)	(1,500)		-	-	(1,500)
COVID Grants (various)	(2,110)	-	(2,110)		694	-	(1,416)
COVID Business Grants Reserve	(284)	-	(284)		-	-	(284)
Extended Business Rate Relief Compensation	(11,915)	11,915	-		-	-	-
Tax Income Loss Compensation	(3,102)	1,334	(1,768)		-	-	(1,768)
<b>Sub Total Earmarked (Collection Fund)</b>	<b>(30,062)</b>	<b>22,033</b>	<b>(8,029)</b>	<b>1,500</b>	<b>799</b>	<b>-</b>	<b>(5,730)</b>
Q2 Overspend Position						<b>24,317</b>	<b>24,317</b>
<b>Total Earmarked</b>	<b>(102,741)</b>	<b>27,674</b>	<b>(75,067)</b>	<b>-</b>	<b>17,635</b>	<b>24,317</b>	<b>(33,115)</b>
<b>GENERAL BALANCES</b>	<b>(47,108)</b>	<b>-</b>	<b>(47,108)</b>	<b>-</b>	<b>-</b>		<b>(47,108)</b>
<b>Grand Total</b>	<b>(166,794)</b>	<b>27,674</b>	<b>(139,120)</b>	<b>-</b>	<b>17,635</b>	<b>24,317</b>	<b>(97,168)</b>
<b>Total usable reserves (excluding schools and public health)</b>	<b>(149,849)</b>	<b>27,674</b>	<b>(122,175)</b>	<b>-</b>	<b>17,635</b>	<b>24,317</b>	<b>(80,223)</b>



## Glossary of Reserves

RESERVE	DESCRIPTION
<b>School Balances</b>	Statutory reserves relating to both individual schools balances/deficits carried forwards.
<b>Public Health</b>	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
<b>Ward Based Activity</b>	Set aside reflecting timing issues on ward-based activity spend commitments
<b>Strategic Investment Support</b>	To address the scale of development costs required to support the upscaling of capital investment activity and major project activity over the MTFP.
<b>Waste Management</b>	To support the implementation of the Council's waste management strategy, including phased release over the MTFP to manage current PFI contract transition in light of the current Council PFI Waste Contract ending in 2022/23.
<b>Mental Health (including Domestic abuse)</b>	To support a number of local area based mental health initiatives.
<b>Inclusive Investment Reserve</b>	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
<b>Place Partnership Theme</b>	To encourage Place specific local initiatives
<b>Transformation Reserve</b>	Set aside for strategic transformation developments over the next 12 to 24 months.
<b>Place Standard Reserve</b>	Set aside to support the resourcing of emerging Place Standard action plans.
<b>Local Welfare Provision Initiatives</b>	Set aside for a range of existing Local Welfare Provision measures to support some of the borough's vulnerable families and individuals in financial hardship
<b>Apprenticeship Levy</b>	Set aside to fund future payments into the Apprenticeship levy
<b>Workforce Planning</b>	Set aside for investment in key roles to safeguard frontline services and tackle an ageing Council workforce
<b>Revenue Grants</b>	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been incurred.
<b>Rollover</b>	To fund deferred spend commitments against approved rollover
<b>Stronger Families</b>	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
<b>Social Care</b>	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
<b>Schools PFI Reserve</b>	Utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
<b>Other Earmarked</b>	A range of smaller reserves earmarked for specific purposes.
<b>Insurance</b>	Mitigates against risk from increased liabilities and insurance claims.
<b>Property and Other Loans</b>	Set aside in part against the potential risk of future loan defaults; in part to offset potential unfunded technical accounting entries on General Fund revenue arising purely arising from the introduction of a new local government accounting code intended to strengthen balance sheet transparency.
<b>Treasury Smoothing Reserve</b>	This reserve has been set aside to manage the volatility surrounding treasury management budgets with respect to both potential changes in interest rates and the level of delivery of the capital plan.
<b>Financial Resilience</b>	Covers a range of potential costs highlighted in the Council's corporate risk register, including budget risks as set out in the sensitivity analysis within the 2021-26 Annual Budget report.
<b>Demand Reserve</b>	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity

<b>RESERVE</b>	<b>DESCRIPTION</b>
<b>COVID Response Reserve</b>	Specific reserve set aside to cover the costs of the Council's COVID response.
<b>COVID Grants (various)</b>	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement before expenditure was incurred.
<b>COVID Business Grants reserve</b>	Reflects the balance of COVID Business Grants received and recognised in 2020/21 and 2021/22 before expenditure was incurred.
<b>Extended Business Rate Relief Compensation</b>	During 2020/21 and 2021/22, local authorities received S31 grants to offset the reliefs given to businesses during COVID. Under current Collection Fund accounting rules, the S31 grants received cannot be discharged against the Collection Fund deficit in-year. The additional s31 grants were therefore transferred into the extended business rates relief reserve, to be drawn down the following year against the rolled forwards Collection Fund deficit.
<b>Local Tax Income Loss Compensation</b>	Local authorities were compensated for the loss of local tax income in 2020/21 as a result of COVID. The compensation amount was transferred into the Tax Income Loss Compensation Reserve to be drawn down in future years against the rolled forwards Collection Fund deficit.
<b>Unallocated Reserves</b>	General reserve set at £47m to support general working capital and cashflow requirements. Covers a range of potential costs highlighted in the Council's corporate risk register.



**Name of meeting:** Corporate Scrutiny Panel

**Date:** Monday 28<sup>th</sup> November 2022

**Title of report:** Access to Services and Customer Services and Libraries

**Purpose of report:** The report provides an update on Access to Services and Customer Services and Libraries

<b>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?</b>	N/A
<b>Key Decision - Is it in the <u>Council's Forward Plan (key decisions and private reports)?</u></b>	N/A
<b>The Decision - Is it eligible for call in by Scrutiny?</b>	A report for information
<b>Date signed off by <u>Strategic Director</u> &amp; name</b>	Richard Parry – 17 November 2022
<b>Is it also signed off by the Service Director for Finance?</b>	N/A
<b>Is it also signed off by the Service Director for Legal Governance and Commissioning?</b>	N/A
<b>Cabinet member <u>portfolio</u></b>	Cllr Paul Davies

**Electoral wards affected:** N/A

**Ward councillors consulted:**

**Public or private:** Public

**Has GDPR been considered?** There are no GDPR implications

## 1. Summary

In Autumn 2021 panel received a report on and discussed the Access Strategy. The report outlined the five-year strategic aims and ambitions.

The Access strategy is built around our four key principles, which define how we will achieve our aims. The principles are:

- **Getting the basics right** – Develop the design of service access, the language we use and understand what it means to people. Identify what people want to achieve and how they want us to help them get there.
- **Tackling access inequalities** – using access to services to address inequalities, vulnerabilities and loneliness including cultural, digital, financial, and other barriers.
- **Offering multiple contact points** – We recognise that people want choice in how they connect with us, and our communication will extend beyond the traditional channels to include our community coordinators, social media, community buildings and more.
- **Working with people** – Ensure regular reflection and improvements to our processes and arrangements by co-producing our services and how we deliver them with the people that access them, so that we are adaptable to meet needs and access to services is the best it can be.

This update for scrutiny panel focusses on the work we have been doing on improving citizen access to services through our telephony team and customer service centres, in our library footprint and support for digital inclusion.

Place based working is more than about geography it is also about providing more holistic services to citizens and improving relationships.

As an item for scrutiny the aim of this report is to generate discussion and provide information which will help councillors decide whether to investigate issues, debate issues and hold the executive to account.

The focus of the report is to detail our ongoing work to review and improve access to services and our place-based approach to doing so; to highlight how we deliver access to services across the council, work we are currently undertaking around this and our actions for the future.

### 1.1 Improving the Citizen journey

As reported in the update to panel in August 2022, we have undertaken workshops with staff and citizens who are users of our services. We have now agreed the three areas we are going to focus on this is based on where feedback obtained shows current processes are causing frustrations and uncertainty, have the opportunity to provide more holistic services at first point of contact and in some instances are causing failure demand due to those current processes.

The three areas are the Blue Badge application process, waste enquiries and Housing new tenancy applications.

Focus groups have been set up to review the citizen journeys on these areas and they include citizens who are users of the services provided and will therefore be co- **Page 30**

produced. Members of the co-production board are also involved in line with our working with people principle.

What this might mean, in practice, is that if someone contacts us to apply for a Blue Badge, we will explore how else the council might be able to support them (so would an assisted bin collection service be appropriate if they have significantly reduced mobility) rather than just dealing with the immediate request for a Blue Badge.

The outcomes will give us learning and help inform our next steps and future areas to consider.

We expect changes to these initial three citizen journeys to be implemented in early 2023.

## **1.2 – Providing more Holistic Support**

One of the aims of the strategy is to provide more holistic services where there are identified need(s) and where the opportunity arises to do so in the appropriate way.

In the August update for panel, we identified the work we were doing in our telephone contact centre, customer service centres, in our libraries and communities teams where people are presenting with more complex needs particularly around the cost of living crisis.

Whilst information on the support available is on the council website and is updated regularly, information and conversations and support are continuing to be provided through our telephone, customer service centres, library service teams and through staff working in communities.

Panel may recall that in our August update we identified the challenges we had around our telephony service. Particularly on increasing call volumes, telephone system replacement and induction training and support for our new staff where we had encountered significant challenges on recruitment and retention.

We are pleased to report that the positive impact we had started to see in August has continued. Whilst the additional support for citizens is still impacting on increasing calls received and the time to provide appropriate support in those calls, we are now seeing a real positive impact on improving conversations and support and increasing call answer rate volumes to levels that are really encouraging. For example, in August our call answer rates were reported at around 73-75% whereas now we are seeing answer rates of over 85% being consistently achieved.

Citizens are thanking the staff for providing them with the information and support.

## **1.3 Library Services**

1.3.1 A place-based approach is central to the way in which the council works. Focussing on placing citizens at the heart of what we do, building genuine relationships with communities; engaging with them to establish what they really want and need and working in a way that encourages co-production in developing the best and most relevant solutions that result in positive outcomes for all our communities.

1.3.2 The access strategy outlines what we will do to improve the way in which people can access services in the easiest way for them with a focus on a place-based approach.

- 1.3.3 Libraries are central to supporting this approach; they sit in the heart of communities; they are a valued and trusted local resource; they provide a safe and welcoming space for everyone that provides universal access to services, support and activities.
- 1.3.4 Libraries are also a key hinge point in delivering the councils commitment to supporting warm spaces. Opening times and key services available at each location are being promoted on the national [Find a Warm Welcome Space Today](#) website. Staff are ensuring spaces are created to accommodate longer multi-functional visits. They are working to the Inclusive Communities Framework ensuring the service is inclusive to all who may need to utilise it.

**1.3.5 Libraries Vision:**

Kirklees Library Service provides inclusive and accessible services and spaces, utilising partnerships based in the heart of communities, enriching, and positively impacting on the lives of people across Kirklees. We run a universal service with equality of access and offer projects and activities to targeted groups and communities.

- 1.3.6 We deliver services that reflect and are relevant to the local communities via our buildings and our outreach offer. We represent place-based working at its best involving local communities in delivery through our volunteering program and Friends groups, utilising local knowledge, contacts, and unique skills to add value to our offer.
- 1.3.7 Our workforce is skilled in engaging and building relationships with local communities enabling them to understand and respond to their specific needs. We work with a huge range of local partners in delivering co-produced services and offer our spaces to organisations and local groups to deliver their own activities and opportunities.
- 1.3.8 Many of our libraries sit in asset transferred, community owned buildings and we work collaboratively with these organisations to provide a joined up and relevant offer to local citizens. For example, in Meltham the Library is situated alongside the Post Office, this enables both the footfall for the post office and the library to mutually support each other's offer. The building offers a multifunction use with a community space, local business, and a Library.
- 1.3.9 Some of our libraries are located in shared council buildings providing ease of access to address multiple needs. We work with wider council services and partners to offer additional support within our spaces offering both regular and ad hoc sessions further increasing flexibility of access.
- 1.3.10 Libraries have an ambitious capital plan to rebuild, redesign and improve our locations with accessibility a key focus; a program to assess and address issues which create barriers to universal access as reflected in the Council Plan's priorities.
- 1.3.11 Our priority locations for large scale improvements (Heckmondwike, Holmfirth, Mirfield and Huddersfield) will all comply with accessibility requirements in terms of design and construction; they will reflect the unique needs of our service and the needs of communities supporting sustainability and flexibility of use into the future. For example, dementia and autism friendly features will be standard, as will support for those with visual and hearing impairments, physical access will be improved including the provision of changing places. We are conscious of the current economic pressures and the impact these may have on progression timescales.
- 1.3.12 Alongside this we have an ongoing whole service accessibility program; key elements have been assessed and action plans are being created relating to the areas mentioned above as well as considering features to support wider excluded groups.

We are working with other services and organisations utilising their expertise and resources as well as those with lived experience; we are members of various networks which will support the longer term continued development of the accessibility of our locations and services.

1.3.13 Our libraries at Birkby Fartown and Almondbury demonstrate how the above has been put into practice. For example, the Birkby Library provides vital community spaces accessible when the Library is closed to public access. This space is utilised by groups such as Family Links who support vulnerable women in the community. These programmes provide a valuable base to build and expand on, providing feedback for our future focus. In order for us to fully deliver on these priorities across the whole service an appropriate level of capital funding needs to be maintained over the life of the program.

1.3.14 We also work in a targeted way to address wider barriers to access. One example of this is our Libraries of Sanctuary work; we collaborate with other council services, VCS and wider sector partners to support the needs of asylum seekers, refugees and other migrants; as a key part of the Welcome to Kirklees initiative we offer both our own and partner activities to promote understanding of services, awareness of support available and how to access these; we provide welcome tours and social activities that help new arrivals feel comfortable in approaching us for support and signposting.

#### **1.4 Libraries and Digital Inclusion**

1.4.1 Digital inclusion is key in ensuring the access strategy is effective and libraries play a vital role in delivering this; we have free public access I.T and Wi-Fi in all our libraries; we provide workspace and power points for people to use their own devices and we are currently piloting a more flexible approach utilising more mobile devices which will influence our strategy going forward enabling broader and more diverse choices for access.

1.4.2 Libraries are a key partner in the Kirklees Digital device loaning and data provision scheme connecting those who are digitally excluded enabling them to access services and information more flexibly; be more informed, more independent and able to manage their lives more effectively. One of our key aims for the year ahead is expanding the number of devices and library locations we offer this from maximising reach and impact.

1.4.3 To further maximise the effectiveness of our digital offers we also provide I.T skills support both informally within our locations and through more structured learning delivered both by ourselves and partners.

1.4.4 We have recently introduced our Business & IP Centre in Dewsbury Library providing access to information and expertise that is not easily obtainable in localities, encouraging entrepreneurship and skills development. Our proposal to utilise UKSPF funding to deliver a Makerspace alongside this facility will provide a range of equipment, tools and other resources, generally too costly for individuals to buy, alongside staff support, expertise and activities which will facilitate creativity, generate ideas and provide opportunities for groups to develop their own programs of activities.

1.4.5 The library workforce is highly skilled in assessing and resolving a whole range of issues presented to them, utilising effective listening and conversational techniques; they understand the challenges individuals face and go above and beyond to help. They have a huge base of knowledge enabling effective referral whether to our own activities and support or those delivered by other services and partners; they are committed to finding the right

solution and will support people in accessing these in the way that is most appropriate to them.

- 1.4.6 Working with partners and wider services is essential in providing added value and diversity to our offer providing free access to events, activities and opportunities that we could not deliver without their input and expertise; activities that support our council outcomes and improve the quality of life for individuals and communities. For example, our many regular groups and social activities support health and wellbeing by providing opportunities to share experiences and knowledge, reduce loneliness and isolation, supporting early intervention and prevention.
- 1.4.7 As highlighted, Kirklees Libraries are already delivering a highly effective place-based approach and are supporting and enabling access to services in a range of ways as part of this approach. We are continuing to work on key projects and initiatives and are committed to exploring other opportunities to improve our offer further. To enable us to do this in a sustainable way and respond to future changes and demands effectively and efficiently we need continued investment and appropriate levels of resourcing.

## 1.5 Next Steps

- 1.5.1 Panel are invited to visit the Almondbury and Birkby Fartown libraries to see how these have been developed, their focus on inclusive design particularly around dementia friendly environment and support they are providing local citizens.
- 1.5.2 Focus will continue on coproducing improvements in citizen journeys with the initial three pilot areas giving learning and insight.
- 1.5.3 Identify what other levels of support for citizens can be provided in a place-based way.

## 2 Information required to take a decision

This report is for information and discussion.

## 3 Implications for the Council

- **Working with People** – One of the key principles in the access strategy is working with people including co-production with people and partners when we are reviewing processes.
- **Working with Partners** - One of the key principles in the access strategy is working with people including co-production with people and partners when we are reviewing processes.
- **Place Based Working** – The actions we are taking (section 1.2.4 above) includes providing localised support through our libraries and those working in communities.
- **Climate Change and Air Quality** N/A
- **Improving outcomes for children** N/A
- **Financial implications for people living or working in Kirklees** – Whilst a significant majority of contacts are through our telephone contact centre we are providing more localised support on key themes (cost of living crisis for example). This is through our customer service centres, our libraries and through those working in our communities. As identified in 1.2 above



- **Other (eg Legal/Financial or Human resources) consultees and their opinions** N/A

**Do you need an Integrated Impact Assessment (IIA)?**

N/A

**4 Consultees and their opinions**

N/A

**5 Next steps and timelines**

See actions we are taking in section 1.5 of the summary

**6 Officer recommendations and reasons**

N/A

**7 Cabinet Portfolio Holder's recommendations**

Cllr Davies is supportive of the actions in section 1.5 of the summary.

**8 Contact officer**

Dave Thompson, Head of Access Strategy & Delivery & Jill Greenfield, Service Director Communities and Access Services & Mags Rogerson Head of Local Integrated Partnerships

**9 Background Papers and History of Decisions**

N/A

**10 Service Director responsible**

Jill Greenfield, Service Director Communities and Access Services

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**EXAMPLE PLAN - Forward Plan - 1 November 2022 onwards  
FOR THE PERIOD 1 DECEMBER 2022 TO 31 MARCH 2023**

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>Kirklees Climate Change Action Plan (CCAP) To update cabinet on the outcome of the Kirklees Climate Change Action Plan and request approval, in principle, to publish the plan and progress through the next stage of action planning.</p> <p>For Cabinet to delegate authority to the Strategic Director for Environment &amp; Climate Change in consultation with Culture &amp; Greener Kirklees portfolio holder, to progress with the next stages of action planning.</p>	Cabinet, Council	16 Nov 2022			16th January 2019	Portfolio Holder for Environment, Portfolio Holder for Corporate, Portfolio Holder for Culture and Greener Kirklees, Portfolio Holder for Health and Social Care <i>Robert Green</i>
<p>West Yorkshire Mayor's Cost of Living Emergency Fund The West Yorkshire Mayors has established a Cost of Living Emergency Fund – Indicative funding is £525,000 in three £175,000 tranches over 18 months.</p>	Cabinet	16 Nov 2022		Open		Portfolio Holder for Corporate <i>Julian Hobson</i> <i>julian.hobson@kirklees.gov.uk</i>
<p>Future Management of Kirklees Stadium - Update March 2021 Cabinet</p>	Cabinet	16 Nov 2022	Appropriate engagement	Part exempt <i>Exempt information</i>		Portfolio Holder for Corporate, Portfolio Holder for Regeneration

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>approved amended arrangements in relation to arrangements for the standalone stadium management and development business (Kirklees Stadium Development Limited or KSDL) that manages the stadium for the benefit of the two professional sports clubs and the community. This approved an option to address stadium operational investment requirements over the next 25 years, a future operational model intended to be financially sustainable, recognising the community aspects of the stadium, and contributions to regeneration.</p> <p>Changes in the other partners within KSDL, and their aspirations, may necessitate a restructuring of the preferred model.</p> <p>Cabinet will be asked to endorse revisions to the previously approved operating model necessary</p>			<p>with KSDL, other partner organisations and Council Portfolio Leads.</p> <p>KSDL Board and Cllrs Pandor and P Davies.</p>	<p><i>under Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006 as the report contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It was considered that the disclosure of the information would be contrary to confidential terms and that the public interest in maintaining the</i></p>		<p><i>Martin Dearnley, Head of Risk - Internal Audit &amp; Risk Management martin.dearnley@kirklees.gov.uk</i></p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
to meet the now expressed aspirations of the professional sports clubs, to meet necessary capital investments to the premises. This may necessitate amended arrangements as regards the relationships of the parties, with amended financial commitments.				<i>exemption outweighed the public interest in disclosing the information and providing greater openness and transparency in relation to public expenditure in the council's decision making.</i>		
Strategic acquisition of a property in relation to the Huddersfield Blueprint To seek Cabinet approval to purchase a property that will support the strategic regeneration of Huddersfield town centre.	Cabinet	Not before 16th Nov 2022		Part exempt <i>Information relating to the financial or business affairs of any person (including the authority holding that information).</i>		Portfolio Holder for Corporate, Portfolio Holder for Housing and Democracy, Portfolio Holder for Regeneration <i>David Martin, Head of Property david.martin@kirklees.gov.uk</i>
Leeds City Region (LCR) Business rates Pool arrangements 2023-24 To consider the ratification of the Council's membership and arrangements for the operation and governance of the LCR Business Rates Pool for 2023-24.	Cabinet	Not before 1st Mar 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy james.anderson@kirklees.gov.uk</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consultation</b>	<b>Likely Exemption</b>	<b>Background documents</b>	<b>Member / Officer Contact</b>
<p>Corporate Financial Monitoring Report Quarter 3 for 2022-23 To consider the third quarter Revenue &amp; Capital Monitoring forecast and to consider any specific recommendations on the application of resources in-year, including movements to and from reserves, as required by financial procedure rules.</p>	Cabinet	Not before 1st Feb 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>
<p>Council Annual Budget Report 2023-24 and following years; incorporating Capital, Treasury Management, General Fund, Revenue and Housing Revenue Account To provide the necessary financial information to enable the Council's Revenue Budget, Capital Programme &amp; Housing Revenue Account to be set in accordance with agreed treasury management principles.</p>	Cabinet Council	Not before 1st Feb 2023  Not before 1st Feb 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk, Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>
<p>Kirklees school funding arrangements for financial year 2023-24 To consider the Kirklees schools funding formula for 2022-23 to be submitted to the Education &amp; Skills Funding Agency.</p>	Cabinet	Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>David Baxter</i> <i>david.baxter@kirklees.gov.uk</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consultation</b>	<b>Likely Exemption</b>	<b>Background documents</b>	<b>Member / Officer Contact</b>
Calculation of council tax base 2023-24 To calculate the various tax bases that will apply to the Kirklees area for 2022-23.	Cabinet  Council	Not before 1st Jan 2023  Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Mark Stanley</i> <i>mark.stanley@kirklees.gov.uk</i>
Rent & service charge setting for Housing Revenue Account properties for 2023-24 To consider and approve the rent setting policy for 2022-23 in relation to Housing Revenue Account Properties.	Cabinet	Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Naz Parkar, Service Director - Homes &amp; Neighbourhoods</i> <i>naz.parkar@kirklees.gov.uk</i>
Half yearly monitoring report on Treasury Management Activities 2022-23 To consider the treasury management activities for the period 1 April to 30 September 2021.	Cabinet  Council	Not before 1st Dec 2022  Not before 1st Dec 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Rachel Firth</i> <i>rachel.firth@kirklees.gov.uk</i>
Corporate Financial Monitoring Report; Quarter 2 for 2022-23 To consider the second quarter Revenue & Capital Monitoring forecast and to consider any specific recommendations on the application of resources in-year, including movements to and from reserves, as required by financial procedure rules.	Cabinet	21 Dec 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>

<b>Subject / Decision</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Consultation</b>	<b>Likely Exemption</b>	<b>Background documents</b>	<b>Member / Officer Contact</b>
Kingsgate Phase 2 update report A report that provides an update on the progress and funding position the development of Kingsgate, Phase 2, Huddersfield.	Cabinet	16 Nov 2022		Part exempt	background information	Councillor Paul Davies, Cabinet Member - Corporate, Councillor Graham Turner, Cabinet Member - Regeneration <i>Liz Jefferson</i> <i>liz.jefferson@kirklees.gov.uk</i>
Kirklees Procurement Strategy New Procurement Strategy replacing the 2013-2017 strategy.	Cabinet	16 Nov 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Jane Lockwood, Head of Procurement and Commissioning Support</i> <i>janea.lockwood@kirklees.gov.uk</i>



## CORPORATE SCRUTINY PANEL – WORK PROGRAMME 2022/23

**PANEL MEMBERS:**

<b>Councillor John Taylor</b>	Lead Member
<b>Councillor Steve Hall</b>	Panel Member
<b>Councillor Tyler Hawkins</b>	Panel Member
<b>Councillor Harry McCarthy</b>	Panel Member
<b>Councillor Aleks Lukic</b>	Panel Member
<b>Councillor John Lawson</b>	Panel Member
<b>Garry Kitchin</b>	Voluntary Co-Optee
<b>Kristina Parkes</b>	Voluntary Co-Optee
<b>James Ryan</b>	Voluntary Co-Optee

**GOVERNANCE OFFICER:** Jenny Bryce-Chan

<b>FULL PANEL DISCUSSION</b>				
<b>ISSUE</b>	<b>APPROACH/AREAS OF FOCUS</b>	<b>OUTCOME/ACTIONS</b>	<b>Strategic Director/Service Director and Lead Officers</b>	<b>Date to Panel</b>
<b>The People Strategy</b>	<p>There are 4 outcomes in the People Strategy:</p> <ul style="list-style-type: none"> <li>- Healthy and well people;</li> <li>- Effective and compassionate leadership;</li> <li>- Skilled, flexible and engaged people;</li> <li>- Inclusive organisation of choice.</li> </ul> <p>Each outcome is supported by a number of projects within the overall programme of work.</p>	<ul style="list-style-type: none"> <li>• Update on projects within the People Strategy programme of work and the impact that these are having on the 4 People Strategy outcomes</li> </ul>	<p><b>Rachel Spencer-Henshall</b>, Strategic Director for Corporate Strategy, Commissioning and Public Health  <b>Deborah Lucas</b>, Head of People Service</p>	<p><b>15<sup>th</sup> August 2022</b>                      Recruitment &amp; Retention</p>

<b>Social Value Strategy</b>	Draft Social Value Policy seeks to apply social value as widely as possible to maximise the impact	<ul style="list-style-type: none"> <li>• Corporate Panel to be engaged in the draft Social Value Policy</li> <li>• Corporate Panel to be updated and assured that the Council's approach to social value is supportive of outcomes and deliverables in the Council Plan</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health and <b>David Shepherd</b> , Strategic Director Growth and Regeneration <b>Julie Muscroft</b> , Service Director for Legal, Governance and Commissioning	<b>15<sup>th</sup> August 2022</b>
<b>Portfolio holder priorities</b>	<ul style="list-style-type: none"> <li>• Effective financial management</li> <li>• Developing an inclusive procurement strategy</li> <li>• Developing the relationship between the council and citizens</li> <li>• Community assets transfer and how the council works with communities</li> <li>• IT Strategy/Digital Inclusion</li> <li>• Communications</li> </ul> <p>Cost of Living</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<b>Cllr Paul Davies</b> , Portfolio Holder for Corporate	<b>15<sup>th</sup> August 2022</b> Update from Cabinet Member on priorities from the Corporate Plan action plan  Update on Corporate Plan priorities provided by the Cabinet Member on the 3 <sup>rd</sup> October 2022
<b>Emerging Issue – Customer Service Capacity</b>	Update on issues that have emerged at Customer Service Centres	<ul style="list-style-type: none"> <li>• Discussion on root causes and action plan to address concerns.</li> </ul>	<b>Richard Parry</b> – Strategic Director for Adults and Health <b>Dave Thompson</b> – Head of Access Strategy and Delivery	<b>15<sup>th</sup> August 2022</b>
<b>Financial Management/Capital Plan</b>	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital)	<ul style="list-style-type: none"> <li>• Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>3<sup>rd</sup> October 2022</b> Medium Term Financial Plan

	Informed by relevant national, regional, and local context			
<b>Responding to Cost-of-Living Crisis</b>	Periodic reporting on the impact on residents and businesses	<ul style="list-style-type: none"> <li>• Support to residents and Businesses</li> <li>• VCSE Investment Strategy</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>3<sup>rd</sup> October 2022</b>
<b>Council Risk Register</b>	Oversight of the Risk Management process Update on improvements being sought/achieved Discussion of specific risk areas	Awareness of <ul style="list-style-type: none"> <li>• risks faced by organisation</li> <li>• appetite and alternatives</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Julie Muscroft</b> , Service Director for Legal, Governance and commissioning <b>Martin Dearnley</b> , Head of Risk, Financial, IT and Transactional Services	<b>3<sup>rd</sup> October 2022</b>
<b>Procurement Strategy</b>	Draft Procurement Strategy for 2022-2026 developed focussing on 5 strategic themes; <ul style="list-style-type: none"> <li>• Delivering social value</li> <li>• Promoting inclusive procurement</li> <li>• Embedding a category led approach to procurement</li> <li>• Striving for innovation and improvement</li> </ul> Adopting good governance throughout the procurement lifecycle	<ul style="list-style-type: none"> <li>• Corporate Panel to be engaged in the draft Procurement Strategy</li> <li>• Corporate Panel to be updated and assured that the Council's approach to procurement is supportive of outcomes and deliverables in the Council Plan</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health and <b>Julie Muscroft</b> , Service Director for Legal, Governance and Commissioning <b>Jonathan Nunn</b> , Policy & Partnership Team Manager <b>Jane Lockwood</b> , Head of Procurement & Commissioning Support	<b>3<sup>rd</sup> October 2022</b>

<p><b>Asset Management</b></p>	<ul style="list-style-type: none"> <li>Community asset transfer (shaped by people)</li> </ul> <p>Place based working – one component of which is community bases</p>	<ul style="list-style-type: none"> <li>Continually monitor outcomes from the Community Asset Transfer (CAT) programme and review council processes and procedures in line with the updated 2020 CAT Policy to ensure that communities and community need is at the forefront of asset transfers</li> <li>Look at relationship between community bases and best utilisation of assets</li> </ul>	<p><b>David Shepherd</b>, Strategic Director, Growth and Regeneration  <b>Joanne Bartholomew</b>, Service Director, Development</p>	<p><b>28<sup>th</sup> November 2022</b></p>
<p><b>Access to Services and Customer Services</b></p>	<p>Developing the proposition for Place Based Working for Access to Services including customer journey mapping</p> <p>Replacement telephony project.</p>	<p>Implementing the Access Strategy, ensuring citizens are placed centrally in our approach and improving the relationship between the council and citizens</p>	<p><b>Richard Parry</b>, Strategic Director for Adults and Health  <b>Jill Greenfield</b>, Service Director for Customer and Communities</p>	<p><b>28<sup>th</sup> November 2022</b></p>
<p><b>Libraries</b></p>	<p>Improving general condition of key locations is underway with our 4 priority libraries identified.</p> <p>We have produced our dementia action plan and are working on improving our locations for those with autism and the visually impaired.</p> <p>Planning the decant of Huddersfield Library's services to an alternative</p>	<p>Tracking progress of all the capital related programs of work and linked improvements to create more accessible, welcoming libraries that provide a more diverse offer to communities and partners.</p> <ul style="list-style-type: none"> <li>Seeing through the creation of an innovative, fit for purpose, relevant library that delivers high a quality, accessible cultural, social</li> </ul>	<p><b>Richard Parry</b>, Strategic Director for Adults and Health  <b>Jill Greenfield</b>, Service Director for Customer and Communities</p>	<p><b>28<sup>th</sup> November 2022</b></p>

	location(s) whilst the Cultural Heart program is delivered.	offer that encourages and supports wider town centre activity and regeneration.		
<b>Financial Management/Capital Plan</b>	<p>Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital)</p> <ul style="list-style-type: none"> <li>Informed by relevant national, regional, and local context</li> </ul>	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>28<sup>th</sup> Nov 2022</b> Autumn Government Budget Statement & In-year financial challenges
<b>Council Risk Register</b>	<p>Oversight of the Risk Management process Update on improvements being sought/achieved Discussion of specific risk areas</p>	<p>Awareness of</p> <ul style="list-style-type: none"> <li>risks faced by organisation</li> <li>appetite and alternatives</li> </ul>	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Julie Muscroft</b> , Service Director for Legal, Governance and commissioning <b>Martin Dearnley</b> , Head of Risk, Financial, IT and Transactional Services	<b>16<sup>th</sup> Jan 2023</b>
<b>Financial Management/Capital Plan</b>	<p>Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital)</p> <ul style="list-style-type: none"> <li>Informed by relevant national, regional, and local context</li> </ul>	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Eamonn Croston</b> , Service Director - Finance	<b>16<sup>th</sup> Jan 2023</b> Financial update with a focus on the budget
<b>Data &amp; Insight</b>			<b>Andy Simcox</b> , Service Director, Strategy, and Innovation <b>Mike Henry</b> , Head of Intelligence and Performance	<b>16<sup>th</sup> Jan 2023</b> Informal discussion
<b>The People Strategy</b>	<p>There are 4 outcomes in the People Strategy:</p> <ul style="list-style-type: none"> <li>Healthy and well people;</li> </ul>	Update on projects within the People Strategy programme of work and the impact that	<b>Rachel Spencer-Henshall</b> , Strategic Director for Corporate Strategy, Commissioning and Public Health <b>Shauna Coyle</b> , Head of People Service	15 August 2022 - Discussion on the recruitment & retention

	<ul style="list-style-type: none"> <li>- Effective and compassionate leadership;</li> <li>- Skilled, flexible and engaged people;</li> <li>- Inclusive organisation of choice.</li> </ul> <p>Each outcome is supported by a number of projects within the overall programme of work. We could consider 1 or 2 outcomes at Corporate Scrutiny Panel and provide an update on progress in these areas and the impact that projects are having.</p>	these are having on the 4 People Strategy outcomes		<p>challenges faced by the council</p> <p><b>6<sup>th</sup> March 2023</b> HR Place Based Working</p>
<b>Technology Strategy</b>	<ul style="list-style-type: none"> <li>• The Technology Strategy implementation programme since 2020, brought to life through the pandemic and recovery</li> <li>• What have we learned and adjusted in focus since 2020?</li> <li>• Priorities in technology delivery (operational and strategic) for 2022/23 and early thoughts on 23/24 and beyond</li> </ul> <p>Digital Inclusion: Understanding of the challenges; use / development of sustainable solutions to address need.</p>	<ul style="list-style-type: none"> <li>• Corporate Panel to be updated and assured that the Council's approach to technology is supportive of outcomes and deliverables in the Council Plan</li> </ul> <p>Panel to provide thoughts/steer on our approach and opportunities for development and future engagement</p>	<p><b>Rachel Spencer-Henshall</b>, Strategic Director for Corporate Strategy, Commissioning and Public Health</p> <p><b>Andy Simcox</b>, Service Director, Strategy and Innovation</p>	<b>6<sup>th</sup> March 2023</b>

	<ul style="list-style-type: none"> <li>• Cyber Security (Informal discussion)</li> </ul>			
<b>Comms Strategy</b>	<ul style="list-style-type: none"> <li>• Communications Strategy in development for agreement and implementation in 2022 – approach, principles.</li> <li>• Increased reach and engagement in the council’s work with citizens and communities (second half of 2022/23)</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate Panel to be engaged in the development of the Communications Strategy</li> <li>• Corporate Panel to be updated and assured that the Council’s approach to communications is supportive of outcomes and deliverables in the Council Plan</li> <li>• Demonstrable evidence of increased reach and engagement with citizens and communities</li> </ul>	<p><b>Rachel Spencer-Henshall</b>, Strategic Director for Corporate Strategy, Commissioning and Public Health  <b>Andy Simcox</b>, Service Director, Strategy and Innovation  <b>Marcus Bowell</b> – Head of Strategic Communication</p>	<p>Informal discussion with the Panel on the 3<sup>rd</sup> October 2022</p> <p><b>6<sup>th</sup> March 2023</b></p>

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