

Public Document Pack



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Friday 23 September 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 3 October 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

Pages

1: Membership of the Committee

To receive apologies for absence from those Members who are unable to attend the meeting.

2: Minutes of the Previous Meeting

1 - 10

To approve the minutes of the meeting of the Panel held on 15 August 2022.

3: Interests

11 - 12

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

4: Admission of the Public

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

5: 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.

6: Public Question Time

The meeting will hear any questions from the general public.

7: Cabinet Member update on priorities from the Council Plan

Cabinet member for Corporate Services will provide an update on progress on his agreed actions in the Corporate Plan.

Contact: Cllr Paul Davies, Cabinet Member for Corporate Services

8: Council Financial update

13 - 30

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

Contact: Eamonn Croston, Service Director for Finance, James Anderson, Head of Service, Accountancy and Sarah Hill, Finance Manager, Finance, Tel:01484 221000

9: Responding to the Cost-of-Living Crisis

The Panel will receive a verbal update on the Council's response to the cost-of-living crisis.

Contact: Julian Hobson, Acting Head of Service, Financial, Transactional Services and Sarah Brown, Acting Head of Welfare and Exchequer Tel: 01484 221000

10: Corporate Risk Register & Risk Management Action Plan

31 - 44

The Panel will receive an update on the Corporate Register and Risk Management Action Plan.

Contact: Martin Dearnley, Head of Risk, Financial IT and Transactional Services and Alice Carruthers, Senior Finance Officer

11: Procurement Strategy

45 - 78

This report presents the draft Procurement Strategy for comment by the panel.

Contact: Jane Lockwood, Head of Procurement & Commissioning Support and Jonathan Nunn, Policy and Partnerships Manager Tel: 01484 221000

12: Future Priorities and Work Programme

79 - 94

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 15th August 2022

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

Co-optees Garry Kitchin
James Ryan

In attendance: Rachel Spencer-Henshall, Strategic Director Corporate Strategy, Commissioning and Public Health
Jonathan Nunn, Policy and Partnership Team Manager
Chris Duffill, Head of Service, Business and Skills
Cllr Elizabeth Smaje, Chair of Overview and Scrutiny Management Committee
Michelle Moss, HR Manager, Workforce Strategy
Dave Thompson, Head of Access Strategy and Delivery
Jill Greenfield, Service Director Customer and Communities

Apologies: Kristina Parkes (Co-Optee)

1 Membership of the Committee

Apologies were received from Kristina Parkes.

The Panel noted that there had been a change of membership. Cllr Cooper replaced by Cllr Lukic as a panel member.

2 Minutes of the Previous Meeting

That the minutes of the meeting held on the 5 July 2022, were approved as a correct record.

3 Interests

No interests were declared.

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

RESOLVED

That an update on the Cabinet member priorities listed in the Council Plan be deferred to the next meeting of the panel.

8 Social Value Policy

Chris Duffill, Head of Business, Economy and Growth and Jonathan Nunn, Policy and Partnerships Manager, attended the meeting to provide an update on the draft Social Value Policy. In summary, the Panel was advised that social value has become an increasingly important focus for both the public and private sector, in essence, trying to optimise the social, economic, and environmental benefit of every pound invested.

The council's current policy was put in place in 2013, after the Social Value Act 2012 came into force. The legislation set a requirement for public sector bodies to consider social value in some procurement activity. The new policy being developed, acknowledges some important developments that needs to be taken into account.

Firstly, there is a need to consider and embed social value much more widely in relation to the council's activities, embracing all of the commissioning and procurement the council undertakes. It will also be important to consider social value when it comes to making grants to public and private sector organisations for example, regarding asset transfer and some of the wider investments the council makes, in addition to being a consideration when determining planning applications.

Secondly, The need for commissioners to consider social value outcomes and how they might be achieved at a much earlier stage of the project development process

Traditionally, social value considerations come to the fore at the procurement stage of commissioning, and the policy acknowledges the importance of considering social value earlier in the process, ideally at the outset when ideas are being formulated.

The Panel was informed that the policy represents only a part of what is trying to be achieved, and therefore, understanding the council's wider approach and the capacity to deliver social value will be critical if the policy is to have any impact. There are a set of proposals outlined in the appended report, regarding how the policy will be implemented. One part of that process, will be to identify a lead within each service to develop social value knowledge and capacity, to ensure it is embedded throughout the commissioning of services. Another aspect, will be developing a program of training and action learning for the service leads. This is to ensure that knowledge is shared across the council, and this is in addition to developing new guidance, and resources for project managers. More importantly,

Corporate Scrutiny Panel - 15 August 2022

the aim is to increase the visibility of social value commitments in the way contracts are commissioned and managed.

It is also proposed to embed social value into the council's corporate reporting arrangements and KPIs with specific measures which emerge from this process. The process of building internal capacity and then assessing the business case to potentially create some additional dedicated social value capacity is an important part of the process. At this stage, it is putting the new policy in place, putting the implementation mechanisms in place, and then understanding whether there is a case for additional capacity to be built into those services.

The Panel was informed that two important points worth mentioning in addition, is how to measure social value. This is well developed in procurement, both in terms of the indicators that might be used, the measures, and the tools. Nationally, there is the National TOMs Framework, which sets out four areas in which you might look to achieve social value and number of outcomes, which provide a lower-level grouping, and then the measures which are the individual outcomes aimed for.

Against those, they map locally varied proxy values to be able to quantify and compare against potential providers in the procurement space, however work needs to be undertaken to develop how that maps onto the other areas in which the aim is to achieve social value.

The Panel was advised that this is not the procurement strategy. The procurement strategy will be presented to the Panel at its meeting in September. This sets the framework for what social value and outlines the areas where the aim is to achieve social value.

In response to the information presented the Panel made a number of comments and the following questions were asked:

- In respect of remedial action, for example, if faced with non-delivery against the social value stipulated and not getting the value agreed with providers, how successful have some of the measures like clawback and retention been elsewhere?
- There is a positive side to measuring social value, however is there a concept of negative social value that the policy has to consider?
- The policy stipulates that grants of over £50k need a social value statement, how are community groups who may be looking for grants being supported to develop the social value statement that may be needed?
- Cllr Elizabeth Smaje, Chair of Overview and Scrutiny Management Committee, commented that the report states that the policy has been in place since 2013, and talks about the need for training and the need for funding for training and having KPIs. It is not easy to see from the report, what the differences are from the policy from 2013 and the new policy. What impact did the previous policy have, and how has this new policy been enhanced to ensure there is a real step change?

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- Will this policy be ready for the Cultural Heart and to be done at scale?
- How do the new social value obligations for major developments differ from the existing 106 process?
- What powers will be in place to stop developers pulling out of their social value obligations?
- Major developers will often present the development as a benefit for the community because they are delivering more housing. Is that a social value delivery, and how is it possible to differentiate between just them building houses and them genuinely providing some additional social value?
- A significant number of houses that are built across the district, are built by the major developers, national firms, that use national supply chains and use their own workforce. How do we get social value into those sort of contracts and what discussions have been had with major developers to enable them to move to position to provide social value and not just building the same houses in the same way?
- There are two potential risks of not sitting down with developers and being clear what the ask is. 1) is that they will not deliver it because they have a national model and that is how they operate and, 2) there may be certain builders that do not want to build in Kirklees because of the social value policy. If there has been no conversation with the big builders and those national companies, this exposes a gap in the policy. If the expectation is that they get on board, it is important to talk to them before firming up what the policy is, because this could potentially put the council in a difficult position if the building companies are not willing to compromise. The specific question is, has there been discussions with the big building companies?
- Kirklees has an ambition to build a certain number of houses each year, and if the social value policy is set, albeit for the right reasons, in a way that is seen as being onerous by some of the volume builders, and they choose not to build in Kirklees, it presents a problem in terms of achieving the housing target. This re-emphasises the importance of talking to the builders now, as it would not be prudent to implement a policy without having had those discussions.
- Will there be any additional resources being put in place to pick up issues such as enforcement?
- Has there been any assessment or benchmarking of previous projects that have been undertaken to get a good idea what successful project looks like in terms of social value?

The Panel asked that an action to talk to the big building companies be undertaken before finalising the policy. This is to ensure that the consequence of implementing the policy is fully understood and can be tweaked if necessary.

RESOLVED

That

- a) Chris Duffill and Jonathan Nunn be thanked for presenting the draft Social Value Policy for comment by the Panel
- b) Discussions be held with major house buildings to ensure they fully understand the implications of the Social Value policy

9 Recruitment and Retention

Michelle Moss, HR Manager, attended the meeting to provide an update on the recruitment and retention challenges being faced by the council. The Panel was informed that recruitment and retention is very much at the heart of the people strategy, in particular the outcomes of inclusive employer of choice, and skilled, flexible learning and engaged people. There are pledges around having inclusive, safe, fair, and straightforward recruitment and selection processes and people having a warm welcome when they join Kirklees or when they move within Kirklees and also being comfortable and confident being themselves within Kirklees.

Many organisations both public and private sector, face some labour market challenges, and Kirklees Council is not immune to the challenges of the rest of the economy. The Panel was informed that the labour market challenges are well publicised and the number of vacancies across the country has certainly increased significantly in the last 6 to 8 months and there are approximately 1.3 million vacancies across the country. In addition, the pandemic has created a reduction in the labour market as people have actively left the labour market, leaving a smaller pool of people that are looking for work.

Whilst it might have been expected that there would be an unemployment crisis following the pandemic, there appears to be what has been described as one of the most challenging labour markets in the last 50 years. Some of the industries that face the biggest challenges nationally are hospitality and social care and Kirklees Council operates in those markets and is feeling some of those challenges.

The Panel was informed that in terms of the biggest market challenges, it is important to note some of these would have been exactly the same challenges faced pre-pandemic as post pandemic, however they have just been exacerbated quite significantly.

Some of the most challenging areas are:

- Catering and cleaning
- Adult social care
- Adult social work
- Engineering
- Data and intelligence
- Technical project management
- Regeneration focused roles

Referring to statistical information, the Panel was informed that volumes of recruitment advertising had increased significantly over the pandemic, whereas

Corporate Scrutiny Panel - 15 August 2022

applications had plateaued and reduced in some areas. There was a peak in applications around April 2022, which coincided with the apprenticeship recruitment exercises which attracted high numbers of applications. The statistics also highlights that a significant number of people were appointed, and the numbers of appointment are increasing.

Specific initiatives have been put in place in areas where there are some real challenges, in particular catering and social care. Catering are trialling talent banks in an attempt to attract people just on an initial conversation and then encourage them into completing a fuller application. Trials are being undertaken with indeed, which is a big job site that is easy to apply, and consideration is being given to how to use that site to generate some applications.

Community support officers have been out in communities, in particular attending markets, talking to people about the jobs that are available, and there is some radio advertising for both catering and social care running at the moment. There are recruitment events in social care that has been used for a long time, and place-based engagement will also be undertaken.

There are more general initiatives being worked on, for example, developing better links with the job centre. In addition, a careers site was launched last year, to better showcase jobs and careers that are available. There has also been work with employment and skills colleagues, around events and developing pipelines into the organisation. A social media campaign has been running for a while, focusing on catering and social care, and more recently, focusing on schools and engineering. There are some place-based events set up to take place in the autumn. The pandemic has highlighted that what most people are looking for in employment is flexibility, and that is being promoted where possible.

Work is being undertaken with an organisation called 'Timewise', and the council recently received accreditation and will be working with them in the future to try and embed flexibility, and options for flexibility, further across the organisation. Work is also being carried out with recruiting managers to try and keep shortlisting criteria to an absolute minimum to get them through the door and then give them more detail during the selection process. There are also system developments in terms of making the recruitment system as straightforward as possible.

In terms of support into employment, there are activity being undertaken, specifically to help people into the labour market, and there is a successful initiative called Project Search to support young people with learning disabilities to get experience in work. There were 72 placements offered as a result of the government funded work placement for 16–24-year-olds who were on Universal Credit and at risk of long-term unemployment.

In the much longer term, work is being undertaken on workforce planning and embedding workforce planning approaches across the Council. Workforce planning is essentially having the right people, with the right skills, values, and behaviours in the right job at the right time.

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The Panel was informed that it is also important to focus on retention of the existing workforce, while also trying to attract new people into the organisation. There are a number of initiatives being worked on to support retention.

- A welcome event for people who have joined the council in the last two years, over 100 attended and there are another 200 booked or are on the waiting list for future welcome events
- Frontline worker engagement sessions
- ET listening sessions throughout the summer
- Developing stay interviews
- Revitalising exit interviews
- Embedding flexibility where possible
- Focus on wellbeing

In response to the information presented the Panel made a number of comments and the following questions were asked:

- In the areas where there are immediate skills shortage, for instance in planning, where it is difficult to get trained planners, what is being done to within the Council to identify skills that may be transferable?
- Would there be any merit in reaching out to retired former colleagues to determine whether they would be willing to return for a short time to fill some of the deficit?

RESOLVED

That Michelle Moss be thanked for providing an update on the current recruitment and retention challenges being faced by the council.

10 Access Strategy Update

Jill Greenfield, Service Director, Customer and Communities and Dave Thompson, Head of Access Strategy & Delivery, provided the Panel with an update on the Access Strategy developments and an update on recent performance.

In summary, the Panel was informed that the information being presented is to provide an update on the work being undertaken as part of the access strategy, and its implementation, based on four key principles. The update is on getting the basics right, and as part of that, there will be an update on the impacts on performance, post COVID, and some of the other impacts, and the planning being put in place to mitigate against some of those impacts.

The principle of getting the basics right, has been the focus for a period of time, and one of the key areas, is developing the specification for procuring the new telephony system, and that includes a new switchboard which is expected to go live during 23/24. The current system is over 12 years old, and a like for like system is in place for the short term while the specification for the new system is being developed. There are many opportunities and vastly improved products out there, and the intention is to take advantage of that moving forward. The telephony system is not only used by the council, there are partner organisations who use the system and are also involved in developing the specification.

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The second area is, that the feedback not only from the staff within Kirklees Direct and the customer service centres is that they have to contact different people to deal with their calls. The aim is to review processes in co-production with citizens, their carers in some instances, and those people who use the services and the customer service staff who have the knowledge to be involved in that process. This will provide a great opportunity to improve outcomes for people.

Three areas have been identified where citizens and customer service staff have said they currently have the most problems:-

- Blue Badge process
- Request for housing repairs
- Waste collections and contacts

During the autumn, the aim is to start work in some areas as a first phase of developing new approaches to processes that will be person-centred.

In practice, it will mean that if someone makes contact to apply for a Blue Badge, staff will explore how else the council might be able to support them.

Telephony performance – recovery from Covid has been difficult for citizens and for service delivery. This is the same for many councils and contact centres, however there are a number of areas that are specific to Kirklees:

- The cost-of-living crisis - between, April and June, the service was inundated with requests for help from people who have never claimed benefits before, and whose needs are getting more complex. The £150 energy payments resulted in many citizens requiring advice and guidance which also adversely impacted the services performance.
- Recruitment and retention - there has been an unprecedented turnover in the last 12 months, particularly in Kirklees Direct (KD) which lost over 50% of the staff who answer calls. KD is positively renowned as a route into other careers in the council, however the average turnover per year is nearer 10%

The Panel was informed that actions are being taken to lessen the impact including:

- Staff support and training – fast tracking training and wrap around support for the newly appointed staff
- Ongoing recruitment – will increase resources further and improve call answer rates
- Future planning - working as a management team to plan resources and delivery in response to known and anticipated pressure which may result in increased calls to the council

In response to the information presented, the Panel made a number of comments, and the following questions were asked:

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- With the 50% of staff who remained, were they thanked for their hard work, given that they would have been under extreme pressure to keep the work going and for the loyalty they had shown
- How could digital channels help alleviate some of the pressures in the call centres, there is a potential that more could be done, for example a banner on the home page to direct people or through social media channels?

RESOLVED

That Jill Greenfield and Dave Thompson be thanked for providing an update on the Access Strategy developments and update on recent performance.

11 Future Priorities and Work Programme RESOLVED

That the Forward Plan of Key Decisions and the Panel work programme be noted.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

(b) either -

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

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

Name of meeting: Corporate Scrutiny Panel
Date: 19 September 2022

Title of report: Council financial update

Purpose of the report

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

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?	Yes
Key decision - is it in the <u>Council's Forward Plan (key decisions and private reports)</u>?	Key decision - Yes
The Decision - Is it eligible for “call in” by <u>Scrutiny</u>?	No
Date signed off by Strategic Director & name	Rachel Spencer-Henshall, 8 September 2022
Is it also signed off by the Service Director for Finance	Eamonn Croston, 8 September 2022
Is it also signed off by the Service Director – Legal, Governance & Commissioning ?	Julie Muscroft, 8 September 2022
Cabinet member <u>portfolio - Corporate</u>	Cllr Paul Davies

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 5 July 2022 set out the global, national and local context for an emerging Cost of Living crisis and range of impacts on the District’s residents, households, communities and businesses. The report also set out a high level overview of potential impacts on the Council’s in-year financial position.

- 1.2 Subsequent to the above, the Council's Quarter 1 financial monitoring report was presented to Cabinet on 9 August 2022. This report put an early quantification on the impact of escalating energy prices, the likely 2022/23 pay award and other inflationary impacts including fuel and food across Council activity; none of which could have been predicted when the Council approved its 2022/23 budget plans at Budget Council on 16 February 2022. This is also summarised below:

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

	Revised Budget	Outturn	Total variance	Variance split:	
				Cost of Living	Other
	£000	£000	£000	£000	£000
Children & Families	80,747	87,371	6,624	4,500	2,124
Adults & Health	117,050	117,455	405	-	405
Environment & Climate Change	39,015	44,094	5,079	2,000	3,079
Growth & Regeneration	16,187	16,740	553	-	553
Corporate Services	39,066	41,406	2,340	2,000	340
Central Budgets	46,619	56,226	9,607	11,300	(1,693)
General Fund Sub-Total	338,684	363,292	24,608	19,800	4,808
Reserves Drawdown to Offset Cost of Living	-	-	(10,000)	(10,000)	-
Revised General Fund Total	338,684	363,292	14,608	9,800	4,808

- 1.3 The forecast overspend at £24.6m is equivalent to 7.2% of the £362m net budget, and the overriding factor 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 £13.4m in-year pressure for energy alone. The net overspend reflected Council proposed use of earmarked funds upto £10m in-year to help mitigate Cost of Living pressures, but also pending any future Government funding support announcements.
- 1.4 Elsewhere, the Council had budgeted for an assumed annual staff pay award of 2% for 2022/23. The Q1 Financial Monitoring report incorporated the national employers association (representing Councils) expectation of a 5% uplift, in light of general pay inflation pressures across sectors. This added a further £4.4m unbudgeted pressure in 2022/23.
- 1.5 Subsequent to this report, the national employers associations current 'offer' was increased by a further £4.2m than that forecast as part of Quarter 1 monitoring report. This is because the national employer pay 'offer' for Council staff was subsequently amended from an assumed 5% to a flat £1,925 per member of staff; equivalent to above 10% for the lowest paid workers, and just over 1% for the highest paid workers. The 'average' % uplift across all Kirklees Council 8,000 staff was calculated at about 7.7% for 2022/23. This excludes schools' staff who are subject of a separate pay award offer of 5%.
- 1.6 Other unbudgeted inflationary pressures included fuel at £1m and food at £1m. The central budget underspend reflects the release of contingencies to offset service income losses.

- 1.7 The 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).
- 1.8 The report also acknowledged that the Council's Executive Management Team would deliver a range of mitigations in-year, in order to deliver an overall year end balanced budget against the 'Other' pressures highlighted on Table 1 above.
- 1.9 In addition, there were a range of other management actions being considered in-year to narrow the gap against Cost of Living pressures, alongside continued sectoral lobbying to Government for additional funding support, given the unprecedented nature and scale of the pressures.

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

- 1.10 Officers also take an annual report to full Council no later than October each year to update the Council's multi-year MTFS. The purpose of this annual report is to review and update baseline spend and funding assumptions across a range of service activity, including reserves, and incorporating both revenue and capital. The review of baseline assumptions is informed by emerging national and local intelligence, and current Council financial performance.
- 1.11 The updated MTFS presented annually to Council then provides a financial planning framework for the consideration of subsequent budget proposals to come back to Budget Council each February, to deliver a balanced budget for the next financial year, as statutorily required. It also includes forecast spend and funding assumptions for subsequent years.
- 1.12 The 2023/24 MTFS update report was presented to Cabinet and Council on 5 & 7 September 2022, respectively. This early review 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 on the Council's budget gap position was reflected in MTFS report and summarised below:

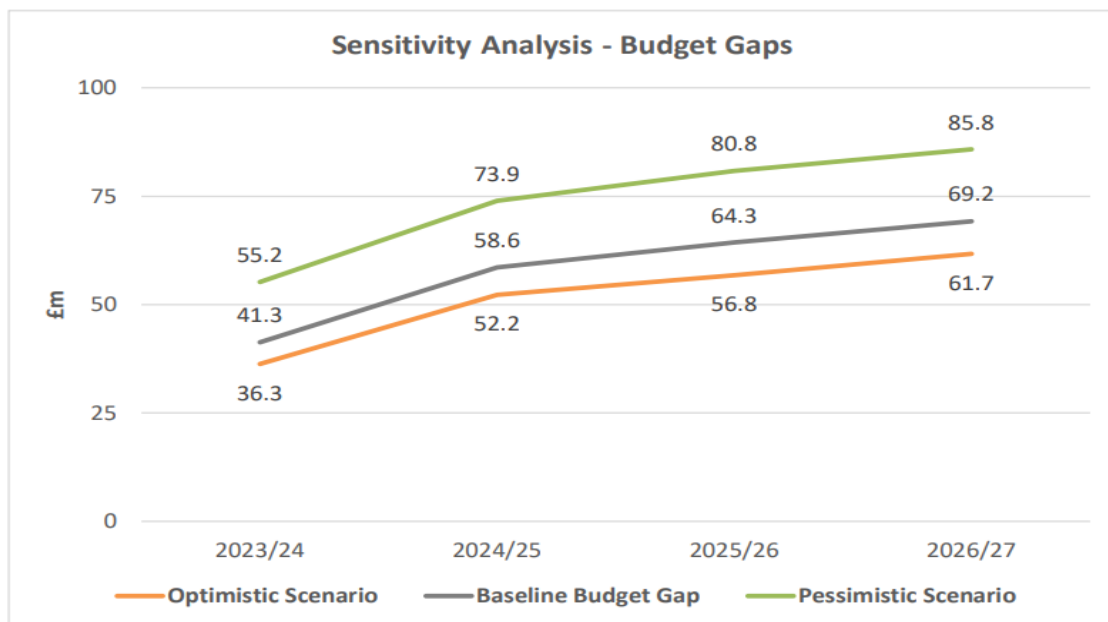
Table 2 – Summary General Fund baseline Budget funding and spend forecasts, 2023-27 period, and including current year:

	2022/23	2023/24	2024/25	2025/26	2026/27
	£m	£m	£m	£m	£m
2022-27 MTFP Budget Gap	-	16.4	31.4	33.5	38.2
Government Funding Changes	-	(10.5)	(10.5)	(10.5)	(10.5)
Cost of Living – energy spend	13.4	14.7	14.7	14.7	14.7
Cost of Living – pay award	8.6	13.4	13.4	14.0	14.6
Cost of Living – other inflation	2.0	1.5	1.5	1.5	1.5
School transport pressures	2.4	2.4	2.4	2.4	2.4
Other Net Directorate pressures	2.4	-	-	-	-
Treasury management budget changes	-	3.4	5.7	8.7	8.3
Net Changes	28.8	24.9	27.2	30.8	31.0
Updated Budget Gap	28.8	41.3	58.6	64.3	69.2
Use of Reserves	(10.0)	-	-	-	-
Revised Budget Gap	18.8	41.3	58.6	64.3	69.2

- 1.13 The uplifted energy pressures for 2023/24 as per Table 2 above are assumed to be 10% higher than 2022/23 but clearly energy prices remain very volatile globally and nationally, and this could increase significantly. The assumed pay award for 2023/24 is 5% (versus 2% budgeted), hence a further estimated pressure of £4.8m. Elsewhere, the additional Treasury Management budget pressure reflects an increase in service debt costs (for future schemes to be funded by Council borrowing in the existing 5 year capital plan), as a result of an increase in average interest rate costs, which have been uplifted from 1.5% to 3% to reflect current and projected Public Works Loan Board (PWL) long term borrowing rates.
- 1.14 Government funding changes at £10.5m (increase in funding) reflects a working assumption that the annual Government funding allocations to Councils would continue to be uplifted by the preceding September CPI rate; so for 2023/24, the September CPI rate here has been estimated at 10.5%. Elsewhere, annual Council tax uplift assumptions remain unchanged at 1.99% per annum for general council tax and a further 1% per annum uplift for the adult social care precept element.

Sensitivity Analysis

- 1.15 The 2023/24 MTF report also included some sensitivity analysis against the baseline £41.3m budget gap for 2023/24, summarised below.



1.16 Attached at Appendix A is a more detailed breakdown of specific sensitivities included in the above model. The model above reflects the relative fluidity of updated baseline assumptions, especially in the current volatile global, national and local climate.

Capital Plan

1.17 Also attached at Appendix B is a high level summary of the baseline 5 year capital plan also presented as part of the MTFs report. It basically represents the plan approved at Budget Council in February 2022, updated for 2021/22 underspends rolled forward into 2022/23. The current 5 year plan overall reflects a capital investment intent over the 2022-27 period of £935m for General Fund activity (just under 80% relating to sustainable economy) and £274m for the Housing Revenue Account. In total, over the same period, the expectation is that about 43% of this capital investment will be directly funded by the Council through prudential borrowing.

1.18 As with revenue, in light of the financial challenges facing the Council, the existing plan will be subject to a full review to assess overall affordability. This includes presumed future Council borrowing to fund specific schemes and programmes and associated debt servicing costs. The review will also incorporate capital programmes and schemes funded by grants/capital receipts in light of current inflationary pressures on costs and sufficiency of existing external funding allocated to schemes to cover costs.

Reserves

1.19 Attached at Appendix C is the updated position on Council general fund reserves, presented in the MTFs Report. Council reserves are an important element of overall financial strategy in terms of giving some added financial resilience to the organisation. There is another item on this Scrutiny Panel agenda which is looking at the Council's corporate risk register. 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.

1.20 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.

- 1.21 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 report recommends 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.

Housing Revenue Account

- 1.22 HRA budget plans support the delivery of a high quality landlord service to 22,000 Council tenancies and 1,030 leaseholders alongside supporting the Council's strategic HRA capital investment ambitions, within a self-financed and wholly ring-fenced and refreshed 30 year HRA business plan.
- 1.23 The HRA business plan will also be updated to reflect continuing investment to meet enhanced regulatory and compliance standards and tenant and leaseholder expectations. The HRA is also wholly self-financed and must ensure that multi-year HRA budget plans remain affordable over the longer term.
- 1.24 Under current Government policy guidelines, Councils are allowed to increase rents over the 2020-25 period by CPI+1%; CPI based on the prevailing September CPI, to inform the following April annual uplift. It is anticipated that Government may introduce a temporary cap on the allowable rent uplift for 2023/24 in light of an anticipated September CPI of 10%+ in 2022.

2. Information required to take a decision

Current developments

- 2.1 The global and national economic outlook remains challenging for the remainder of this year and through 2023. The July 2022 UK Consumer Price Index (CPI) was 10.1% ; up from 9.5% in June 2022, and predicted to reach at least 13% by year end, and beyond into early 2023.
- 2.2 The current Bank of England base rate is 1.75%; up from a historic low 0.1% as recent as late 2022, and current indications are that at the next Monetary Policy Committee meeting in September, it could raise again by as much as a further 0.75%, to 2.5%.
- 2.3 Elsewhere, the Organisation for Economic Co-operation & Development (OECD, June 2022) forecasted potential zero economic growth for UK through 2023; 2nd lowest of the G20 countries and only ahead of Russia, and likely recession from the 4th quarter of 2022. The latest Bank of England forecasts for UK economic growth from Q4 2022 now expect a largely flatlining of the OECD's forecasts for the UK economy through to 2025.
- 2.4 There will be a number of forthcoming Government announcements at the time of writing this report that relate to a range of further Cost of Living measures to support households over the next 18 months, and likely support for businesses, which may include public services. As always, the devil is in the detail and beyond any early headlines, the detail behind these announcements and likely impacts, will need to be considered over the coming weeks and months.

- 2.5 Alongside these emerging announcements, consideration of additional funding support for local government are more likely to be considered later in the year (October/November) and then form part of the annual Provisional Financial Settlement announcement for Councils for 2023/24; anticipated in December 2022.
- 2.6 Government has also indicated significant transfer of earmarked funding for health, to Social Care, acknowledging the broader system pressures of health and care systems. Again, more detail to follow in due course.
- 2.7 As anticipated in section 1.24 earlier, Government has now released a consultation proposing a cap on social housing rent uplifts for 2023/24 at 5%; other options to be considered in the consultation are 3% and 5%; a one year only cap.
- 2.8 The above are examples of significant ongoing developments that will impact on a range of current Council budget and forecast spend assumptions; both in-year and in preparation for 2023/24, and it is intended that a further update report be presented to Cabinet and Council later this year to assess the extent that these and any other significant issues may materially re-shape the baseline assumptions set out in the 7 September MTFS report.

2 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 in-year management actions to address.
- 3.3 It is intended that officers will continue to consider appropriate in-year management actions to address emerging unfunded pressures, as reported to Cabinet on 9 August as part of Quarter 1 financial monitoring. Alongside this, following the MTFS report to Council on 7 September, budget proposals will be considered over the remainder of the current budget round ; ultimately for consideration at Budget Council on 22 February 2023.

RISK ASSESSMENT

- 3.5 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 a further update report to cabinet and Council later this year.

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

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Sarah Hill, Finance Manager, Finance
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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
2023/24 Medium Term Financial Strategy update report – Cabinet 5
September/Council 7 September 2022

10. Service Director responsible

Eamonn Croston, Service Director, Finance
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SENSITIVITY ANALYSIS

OPTIMISTIC SCENARIO	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
BASELINE BUDGET GAP	41.3	58.6	64.3	69.2
FUNDING				
2023/24 Government Funding: no change	-	-	-	-
2023/24 Council Tax and NNDR Collection Rates: no change	-	-	-	-
TOTAL FUNDING	-	-	-	-
SPEND				
2023/24 Pay Award: 4%	(2.3)	(2.3)	(2.3)	(2.3)
2023/24 Energy Uplift: return to 22-27 MTFP baseline assumptions	(0.9)	(0.9)	(0.9)	(0.9)
2023/24 Fuel Inflation: return to 22-27 MTFP baseline assumptions	(0.5)	(0.5)	(0.5)	(0.5)
2023/24 Food Inflation: no change	-	-	-	-
Treasury Management Interest Rates: Reduced by 1%	(1.3)	(2.7)	(3.8)	(3.8)
TOTAL SPEND	(5.0)	(6.4)	(7.5)	(7.5)
TOTAL CHANGES FROM BASELINE	(5.0)	(6.4)	(7.5)	(7.5)
OPTIMISTIC SCENARIO - UPDATED BUDGET GAP	36.3	52.2	56.8	61.7

PESSIMISTIC SCENARIO	2023/24 £m	2024/25 £m	2025/26 £m	2026/27 £m
BASELINE BUDGET GAP	41.3	58.6	64.3	69.2
FUNDING				
2023/24 Government Funding: 5% Inflation Cap	4.4	4.4	4.4	4.4
2023/24 Council Tax and NNDR Collection Rates: Reduced by 1.5%	4.2	4.2	4.2	4.2
TOTAL FUNDING	8.6	8.6	8.6	8.6
SPEND				
2023/24 Pay Award: 6%	2.3	2.3	2.3	2.3
2023/24 Energy Uplift: 40%	1.1	1.1	1.1	1.1
2023/24 Fuel Inflation: no change	-	-	-	-
2023/24 Food Inflation: 10%	0.6	0.6	0.6	0.6
Treasury Management Interest Rates: Increased by 1%	1.3	2.7	3.9	4.0
TOTAL SPEND	5.3	6.7	7.9	8.0
TOTAL CHANGES FROM BASELINE	13.9	15.3	16.5	16.6
PESSIMISTIC SCENARIO - UPDATED BUDGET GAP	55.2	73.9	80.8	85.8

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Capital Plan Expenditure Summary

Capital Plan Expenditure Summary	Revised Capital Plan					
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
General Fund:						
Aspire & Achieve	18,610	23,233	27,126	10,700	3,400	83,069
Best Start	3,341	5,250	250	0	0	8,841
Independent	8,708	7,766	7,941	250	0	24,665
Sustainable Economy	173,502	164,257	195,206	163,500	40,164	736,629
Well	7,228	4,410	2,457	1,688	300	16,083
Safe & Cohesive	175	0	0	0	0	175
Clean & Green	8,862	21,149	7,183	15,761	2,635	55,590
Efficient & Effective	2,821	1,825	1,885	1,950	1,482	9,963
General Fund Capital Plan	223,247	227,890	242,048	193,849	47,981	935,015
Housing Revenue Account:						
Independent - Strategic Priorities	18,828	41,851	37,059	26,946	42,364	167,048
Independent - Baseline	19,284	25,302	18,416	18,699	25,275	106,976
HRA Capital Plan	38,112	67,153	55,475	45,645	67,639	274,024
TOTAL EXPENDITURE	261,359	295,043	297,523	239,494	115,620	1,209,039

General Fund Funding Summary	Revised Capital Plan					Total £'000
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
<i>Direct / Earmarked Contributions to Schemes</i>						
Capital Grants/Contributions	99,152	112,952	58,629	67,938	38,247	376,918
Earmarked Capital Receipts	1,195	6,365	4,915	24,540	532	37,547
Service Funded Prudential Borrowing	4,008	10,201	13,285	4,300	300	32,094
Revenue Contributions	542	226	226	0	0	994
<i>Pooled Resources</i>						
Non-Earmarked Capital Receipts	3,852	4,000	4,000	4,000	4,000	19,852
Corporate Prudential Borrowing	114,498	94,146	160,993	93,071	4,902	467,610
GENERAL FUND FUNDING	223,247	227,890	242,048	193,849	47,981	935,015

Housing Revenue Account Funding Summary	Revised Capital Plan					Total £'000
	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
Capital Grants/Contributions	3,482	3,253	3,254	2,276	14,394	26,659
Earmarked Capital Receipts	4,739	14,491	11,696	8,628	2,678	42,232
Reserves / Revenue Contributions	8,231	19,107	6,125	4,761	29,996	68,220
Reserves - MRR	17,800	14,002	18,800	19,300	19,800	89,702
Corporate Prudential Borrowing	3,860	16,300	15,600	10,680	771	47,211
HRA FUNDING	38,112	67,153	55,475	45,645	67,639	274,024

GENERAL FUND RESERVES

APPENDIX C

	Revised reserves position at 1st April 2022	Estimated Movements In-Year	Estimated reserves position at 1st April 2023	2022-27 MTFP approved movements	Estimated reserves position at 1st April 2023 (revised)	Estimated reserves position at 1st April 2024	Estimated reserves position at 1st April 2025	Estimated reserves position at 1st April 2026	Estimated reserves position at 1st April 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Statutory									
Schools Balances	(15,503)	-	(15,503)	-	(15,503)	(15,503)	(15,503)	(15,503)	(15,503)
Public Health	(1,442)	-	(1,442)	-	(1,442)	(1,442)	(1,442)	(1,442)	(1,442)
Total Statutory	(16,945)	-	(16,945)	-	(16,945)	(16,945)	(16,945)	(16,945)	(16,945)
Earmarked									
Transformation/Development Funding									
Ward Based Activity	(1,286)	120	(1,166)	-	(1,166)	(1,166)	(1,166)	(1,166)	(1,166)
Strategic Investment support	(4,500)	375	(4,125)	-	(4,125)	(4,125)	(4,125)	(4,125)	(4,125)
Waste Management	-	-	-	-	-	-	-	-	-
Mental Health	(639)	32	(607)	-	(607)	(607)	(607)	(607)	(607)
Inclusive Investment	(3,045)	(400)	(3,445)	-	(3,445)	(3,845)	(3,845)	(3,845)	(3,845)
Place Partnership Theme	(2,000)	-	(2,000)	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Transformation	(4,166)	818	(3,348)	-	(3,348)	(3,348)	(3,348)	(3,348)	(3,348)
Place Standard	(1,000)	19	(981)	-	(981)	(981)	(981)	(981)	(981)
Local Welfare provision initiatives	-	-	-	-	-	-	-	-	-
Apprenticeship Levy	(2,915)	-	(2,915)	-	(2,915)	(2,915)	(2,915)	(2,915)	(2,915)
Workforce Planning	-	(1,500)	(1,500)	-	(1,500)	(1,500)	(1,500)	(1,500)	(1,500)
Drawdown to offset budget pressures	-	-	-	-	-	-	-	-	-
Total Transformation/Development Funding	(19,551)	(536)	(20,087)	-	(20,087)	(20,487)	(20,487)	(20,487)	(20,487)
Revenue Grants/Other									
Revenue Grants (various)	(18,468)	2,220	(16,248)	-	(16,248)	(16,248)	(16,248)	(16,248)	(16,248)
Rollover	(353)	319	(34)	-	(34)	(34)	(34)	(34)	(34)
Stronger Families Grant	(1,524)	-	(1,524)	-	(1,524)	(1,524)	(1,524)	(1,524)	(1,524)
Special Care Reserve	(1,285)	-	(1,285)	-	(1,285)	(1,285)	(1,285)	(1,285)	(1,285)
School PFI	-	-	-	-	-	-	-	-	-

	Revised reserves position at 1st April 2022	Estimated Movements In-Year	Estimated reserves position at 1st April 2023	2022-27 MTFP approved movements	Estimated reserves position at 1st April 2023 (revised)	Estimated reserves position at 1st April 2024	Estimated reserves position at 1st April 2025	Estimated reserves position at 1st April 2026	Estimated reserves position at 1st April 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other	(3,645)	302	(3,343)	-	(3,343)	(3,343)	(3,343)	(3,343)	(3,343)
Drawdown to offset budget pressures	-	5,000	5,000	-	5,000	5,000	5,000	5,000	5,000
Total revenue Grants/Other	(25,275)	7,841	(17,434)	-	(17,434)	(17,434)	(17,434)	(17,434)	(17,434)
Risk Reserves - Specific Purposes									
Insurance	(1,900)	-	(1,900)	-	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)
Property and Other Loans	(2,000)	-	(2,000)	-	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Treasury Smoothing	(960)	-	(960)	-	(960)	(960)	(960)	(960)	(960)
Collection Fund Smoothing		4,000	4,000		4,000	-	-	-	-
Total Risk Reserves - Specific Purposes	(4,860)	4,000	(860)	-	(860)	(4,860)	(4,860)	(4,860)	(4,860)
Risk reserves - Budget Risks									
Demand Reserve	(17,352)	8,752	(8,600)	-	(8,600)	(6,450)	(4,300)	(2,150)	-
Total Risk Reserves - Budget Risks	(17,352)	8,752	(8,600)	-	(8,600)	(6,450)	(4,300)	(2,150)	-
Earmarked (COVID Reserves)									
COVID Response - Unfunded Risks	-	-	-	-	-	-	-	-	-
COVID Response - Recovery Fund	(2,367)	2,367	-	-	-	-	-	-	-
COVID Response - Collection Fund (Risk)	-	-	-	-	-	-	-	-	-
COVID Response - Leisure Support (KAL)	(1,500)	-	(1,500)	1,500	-	-	-	-	-
COVID Grants (various)	(2,110)	2,110	-	-	-	-	-	-	-
COVID Business Grants Reserve	(284)	284	-	-	-	-	-	-	-
Extended Business Rate Relief Compensation	-	-	-	-	-	-	-	-	-
Tax Income Loss Compensation	(1,768)	-	(1,768)	1,768	-	-	-	-	-
Sub Total Earmarked (COVID Reserves)	(8,029)	4,761	(3,268)	3,268	-	-	-	-	-
Q1 overspend adjusted for pay award update	-	18,808	18,808	-	18,808	18,808	18,808	18,808	18,808
TOTAL EARMARKED	(75,067)	43,626	(31,441)	3,268	(28,173)	(30,423)	(28,273)	(26,123)	(23,973)
ALLOCATED RESERVES	(47,108)	-	(47,108)	-	(47,108)	(47,108)	(47,108)	(47,108)	(47,108)
GRAND TOTAL	(139,120)	43,626	(95,494)	3,268	(92,226)	(94,476)	(92,326)	(90,176)	(88,026)

	Revised reserves position at 1st April 2022	Estimated Movements In-Year	Estimated reserves position at 1st April 2023	2022-27 MTFP approved movements	Estimated reserves position at 1st April 2023 (revised)	Estimated reserves position at 1st April 2024	Estimated reserves position at 1st April 2025	Estimated reserves position at 1st April 2026	Estimated reserves position at 1st April 2027
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<i>Total usable reserves (excluding schools and public health)</i>	<i>(122,175)</i>	<i>43,626</i>	<i>(78,549)</i>	<i>3,268</i>	<i>(75,281)</i>	<i>(77,531)</i>	<i>(75,381)</i>	<i>(73,231)</i>	<i>(71,081)</i>





<i>Useable Reserves as % of 22/23 Net Budget</i>	<i>36%</i>		<i>23%</i>		<i>22%</i>	<i>23%</i>	<i>23%</i>	<i>22%</i>	<i>21%</i>
<i>Unallocated Reserves as % of 22/23 Net Budget</i>	<i>14%</i>		<i>14%</i>		<i>14%</i>	<i>14%</i>	<i>14%</i>	<i>14%</i>	<i>14%</i>


Glossary of Reserves



RESERVE	DESCRIPTION
School Balances	Statutory reserves relating to both individual schools balances/deficits carried forwards.
Public Health	Timing issues on Public Health grant spend commitments (Public health grant is statutorily ring-fenced)
Ward Based Activity	Set aside reflecting timing issues on ward-based activity spend commitments
Strategic Investment Support	To address the scale of development costs required to support the upscaling of capital investment activity and major project activity over the MTFP.
Waste Management	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.
Mental Health (including Domestic abuse)	To support a number of local area based mental health initiatives.
Inclusive Investment Reserve	Set aside for a range of targeted development activity that supports the Council's inclusive investment ambition.
Place Partnership Theme	To encourage Place specific local initiatives
Transformation Reserve	Set aside for strategic transformation developments over the next 12 to 24 months.
Place Standard Reserve	Set aside to support the resourcing of emerging Place Standard action plans.
Local Welfare Provision Initiatives	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
Apprenticeship Levy	Set aside to fund future payments into the Apprenticeship levy
Revenue Grants	Represents grants and contributions recognised in the Comprehensive Income and Expenditure Statement before expenditure has been occurred.
Rollover	To fund deferred spend commitments against approved rollover
Stronger Families	Set aside reflecting timing issues on expenditure commitments supporting a range of Stronger Families activity, funded from external grant.
Social Care	Set aside to cover phased rollout of a range of social care expenditure commitments as agreed at Cabinet, August 2018.
Schools PFI Reserve	Utilised to cover reduced DSG budget contributions to council services in 2020/21 and 2021/22
Other Earmarked	A range of smaller reserves earmarked for specific purposes.
Insurance	Mitigates against risk from increased liabilities and insurance claims.
Property and Other Loans	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.
Treasury Smoothing Reserve	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.
Financial Resilience	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.
Demand Reserve	Set aside to mitigate the impact/volatility of a range of potential demand risks on statutorily provided service activity
COVID Response Reserve	Specific reserve set aside to cover the costs of the Council's COVID response.






RESERVE	DESCRIPTION
COVID Grants (various)	Represents specific COVID grants recognised in the Comprehensive Income and Expenditure Statement before expenditure was occurred.
COVID Business Grants reserve	Reflects the balance of COVID Business Grants received and recognised in 2020/21 and 2021/22 before expenditure was incurred.
Extended Business Rate Relief Compensation	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.
Local Tax Income Loss Compensation	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.
Unallocated Reserves	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.



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Risk No	Risk – Description of the risk	Management actions already in place to mitigate the risk and proposed actions with timeline	Residual Risk Rating (Pxl) & Trend	Risk Matrix Symbol
	Community Impacts & Risks	Delivering service that customers and citizens need		
A1	<p>The risk that the Council's incident management / emergency planning is insufficient to manage a serious incident or series of related incidents leading to short term or prolonged impacts on the Kirklees community and Council employees and operations.</p> <p>Potential risk causes include, but are not limited to:</p> <ul style="list-style-type: none"> • Weather related events • Industrial accident • Infectious disease outbreak • Terrorist attack 	<ul style="list-style-type: none"> • The Council has an embedded emergency management system that aligns to National guidance, including annual assurance audit under EPRR core competencies assessment. • All our plans are subject to regular review as per work programme. We also regularly train people in their roles and test these via exercises. • Governance is provided via Kirklees Health Protection Board. • Debriefing following incidents so that lessons can be identified and plans modified where necessary. <p style="text-align: center;">Responsible for this chief executive and all strategic directors</p>	 Q2: 4x4=16	
A2i	<p>The council does not adequately safeguard children because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.</p>	<ul style="list-style-type: none"> • Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. • Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), • Ofsted – Ongoing preparation for ILACS inspection, collating evidence, understanding our narrative, refreshing service development plan. SEND transformation programme – workstream will address any issues arising from SEND inspection. • Monthly QA meetings focusing on key areas, giving assurance of grip, management oversight, quality of practice and performance. • Service Practice learning days in place contributing to children's services objective of being a learning organisation 	 Q2: 3x4 = 12	





		<ul style="list-style-type: none"> Review of practice following the child sexual exploitation in other authorities and the emerging requirements. Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues Staff and skill development to minimise dependence on key individuals. <p style="text-align: right;"><i>Responsible for this risk – M Meggs</i></p>		
A2ii	The council does not adequately safeguard vulnerable adults , and those subject to elder abuse, because of increased complexity, referral volumes and a lack of service capacity to respond to the assessed need.	<ul style="list-style-type: none"> Disclosure & Barring Service (DBS) checking, staff training, supervision, protection policies kept up to date and communicated. Effective management of social work (and related services); rapid response to any issues identified and from any Safeguarding Practice Reviews (Children), Safeguarding Adults Reviews and Domestic Homicide Reviews Active management of cases with media interest, Adults have an Escalation pathway monitored by Safeguarding Service manager. Completion of the development of the Corporate Safeguarding Policy (approved by Cabinet March 2022) Joint development between Adults, Children’s, Mental Health and external agencies to develop the transitional exploitation pathways (16-18 year olds) of the non-recent and recent exploitation pathways Implementation of the self-neglect pathway Ongoing awareness raising through functions such as Safeguarding Week Review of current practices following the child sexual exploitation in other authorities and the emerging requirements. Adults have implemented a Survivors team to work with adult survivors of CSE. Ensure that workloads are balanced to resources, and that this worked is prioritised when there are staff resource availability issues, Adults continue to review and prioritise risk and actively work with staff in monitoring workloads during workload management conversations. Staff and skill development to minimise dependence on key individuals. Use of agency staff and or contractors when necessary. Also responded to recruitment and retention issues by a bespoke recruitment drive, jobs fairs and offering certain roles a retention payment Ideal manager training 	 <p>Q2: 4x5 = 20</p>	







		<ul style="list-style-type: none"> • Development of market sufficiency strategy; consider approaches to support the development of the available service offer both locally and regionally. • Ensure competence of the Safeguarding Boards and that they are adequately resourced to challenge and improve outcomes Adults Safeguarding Board has own specific risk register. • Operational Systems pressures meeting allow for an operational discussion around wider pressures within the systems. Adult social care has a well-developed Risk Escalation Conference for Self-Neglect cases which is multi-agency focused. • Effective listening to messages about threats from other parts of the council and partner agencies • Proactive recognition of Members role as “corporate parent” • Additional work to ensure that corporate safeguarding activities include appropriate control arrangements. • Comprehensive audit programmes ensure quality oversight (such as effective record keeping, risk management and decision making) • Adult’s representation on all strategic and operational groups related to safeguarding (such as Prevent, Domestic Abuse and Modern Day Slavery) <p style="text-align: right;">Responsible for this risk – R Parry</p>		
A3	Legacy issues of historical childcare management practices , and particularly, the heightened national attention to Child Sexual Exploitation and historical abuse cases leads to reputational issues, and resource demands to address consequential matters.	<ul style="list-style-type: none"> • Additional resources and expertise allocated to new and historical Child Sex Exploitation (CSE) and other legacy work, as required. • Risk matrix and risk management approach implemented with the police and partners. • Provision of support pathways to assist victims • Understand relationship with the Prevent strategy, and issues linked to counter terrorism • Ensure effective record keeping • Learning from external reports on CSE issues re Oxford, Rotherham etc <p style="text-align: right;">Responsible for this risk –M Meggs</p>	 Q2: 4x4 = 16	







<p>A4</p>	<p>Failure to address matters of violent extremism and related safer stronger community factors, including criminal exploitation, (and with the potential of safeguarding consequences for vulnerable individuals), or national or international incidents (e.g., terrorism), out with the councils control, create significant community tension, with the risk of public disorder, and threats to councillors going about their duties. National terrorism threat level raised as a consequence of Ukraine and Russia</p>	<ul style="list-style-type: none"> • Dedicated community tensions monitoring process and a clear procedure to process intelligence related to protests and tensions. Procedure includes Police and Emergency planning colleagues. • Weekly tensions monitoring meetings are held with all relevant partners – these can quickly switch to daily if required. • Prevent Partnership Action Plan. • Community cohesion work programme • Local intelligence sharing and networks. • Status as a Prevent Priority Area provides funding for a Prevent Coordinator Post and enables the development of bids for additional funding. • Counter terrorism local profile. • Global events can create ongoing potential issues and tensions, (national risk status raised recently) which the council needs awareness and mitigations strategies. • West Yorkshire Violence Reduction Unit will assist • Local measures to ensure councillors are/feel protected (and staff and others) including access to relevant information. • Protect and Prepare obligations to mitigate terrorism risk on publicly accessible locations (PAL) • Assurance processes re ensuring appropriate understanding associated with the use of public and client access to the internet (terrorism and extremism related) <p style="text-align: right;"><i>Responsible for this risk – R Parry and M Meggs</i></p>	<p> Q2: 3x5=15</p>	<p></p>
<p>A5</p>	<p>Failure to adequately address the challenges of climate change is a risk both to operational processes, as a result of severe weather events and the Council’s ability to maintain services, and reputationally, to demonstrate compliance with the Council’s own climate change commitments. Certain government grants require demonstration of climate commitments, impacting on funding</p>	<p>Operational response:</p> <ul style="list-style-type: none"> • Operational and response plans designed to minimise impacts (e.g. gully cleansing for those areas which are prone to flooding, winter maintenance budgets are supported by bad weather contingency, gritting deployment plans etc..) • Investment in flood management • Awareness of local consequences such as ensuring appropriate levels of energy efficiency in residential and commercial property, and the financial consequences • Lobbying for financial and other government support in relation to the costs of meeting obligations <p>Strategic response:</p>	<p> Q2: 4x5=20</p>	<p> </p>



	<p>available and statutory obligations relating to climate change are becoming more stringent.</p>	<ul style="list-style-type: none"> • Climate Emergency declared in 2019 • Phase 1 climate emergency response, delivering immediate, ‘low hanging fruit’ action such as installing EV charge point infrastructure • Phase 2 will see a Climate Change Action Plan published in Autumn 2022, detailing how we will become carbon neutral and climate ready by 2038 • Consultant-led work, due to be completed by August 22, to understand Kirklees’ climate change risks and vulnerabilities and identifying possible adaptation measures. • PCAN (Placed-Based Climate Action Network) and UoL led work, completed in Jan 22, outlining the pathways to Net Zero for Kirklees, in-line with the districts 2038 net zero target and UK’s 2050 net zero target. • Climate Change engagement underway to inform the Action Plan, including a resident survey alongside workshops with Council and non-Council stakeholders. The results for which will be published as part of the Autumn 22 Action Plan. <p>Delivery capacity and funding</p> <ul style="list-style-type: none"> • Level of expectation in Climate Change programme area exceeds the current staff resources in this area. Additional scope being added is likely to outstrip the current capacity further. • Lack of funding means the service operate beyond set budgets and are unable to take specific actions or do so at risk of service delivery, as no funding has been allocated. <p style="text-align: right;">Responsible for this risk – C Parr</p>		
<p>A6</p>	<p>The impact of the “cost of living crisis” (specifically inflationary pressure leading to increased prices for food and fuel) on individuals, the community, partners and the business sector, and on their priorities, and their consequent demands for council service Understanding that impact on the voluntary sectors may reduce their</p>	<ul style="list-style-type: none"> • Launched local campaign which has detailed the various national and local sources of support available to residents. This is available digitally, but we have also taken a place-based approach to this and worked with local community organisations, frontline services, healthcare providers etc to ensure that physical leaflets are also available in order to support and facilitate conversations. There will also be a social media campaign to raise awareness to targeted groups. • Local Area Co-ordinators working in communities will signpost residents to the appropriate services/agencies etc wherever possible. • Second £3.7m support package now approved for implementation 	 <p>Q2: 4x4=16</p>	





	<p>ability to support communities, with a consequent impact on the council.</p>	<ul style="list-style-type: none"> • Our Local Welfare team fund 3 foodbanks in Kirklees to ensure residents can access crisis food. We are also working in partnership with third parties to provide a place-based response to food access. • Staff will be provided with information/training to enable them to provide accurate information and advice. Exploration of upskilling front line workforce to have brief intervention conversations - in order to provide appropriate support and signposting. • Supervisions will include discussions in relation to staff resilience and action taken to address any issues identified. Identify any suitable training including Resilience Training • Local Welfare team are currently facilitating the allocation of the governments Household Support Fund to local residents; • The Suicide prevention action group have prioritised cost of living/economical adversity as a significant risk factor for suicide prevention. • Engagement in resilience discussions with NHS partners • Understanding potential impacts on demand for council services • Strengthen partnership arrangements to ascertain whether other funding or cost reduction solutions can be introduced. • Understand if changes in the availability of council and / or community facilities is affecting Voluntary Organisations • Assess dependency on voluntary organising, and impacts that coronavirus has on their sustainability, and consider actions. <p style="text-align: center;"><i>Responsible for this risk – R Parry / M Meggs / R Spencer-Henshall / All</i></p>		
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	The finances of the Council	Keeping the Council solvent		
A7	A failure to achieve the Councils Budget impacts more generally on the councils finances with the necessity for unintended savings (from elsewhere) to ensure financial stability	<ul style="list-style-type: none"> Established governance arrangements are in place to achieve planned outcomes at Cabinet and officer level including quarterly reporting to Cabinet / ET etc... Escalation processes are in place and working effectively. Agreed 5 year plan with forecast reviewed and updated regularly. Alignment of service, transformation and financial monitoring. Tracker developed which allows all change plans to be in view and monitored monthly Ongoing budget monitoring with monthly (and quarterly) financial reporting Regular meetings with Service Directors Regular finance business meetings to share knowledge and best practice Use of Virements where appropriate Availability of reserves Review of Business Plan - HRA <p style="text-align: right;">Responsible for this risk - E Croston & ET</p>	 Q2: 4x5=20	
A8	<p>Inflationary pressures are resulting in cost increases, which impact on the council directly, and on the ability of contractors to deliver activities of the specified quality at the agreed price.</p> <p>And a reduction in expected income as both tenants, residents and businesses are struggling with the 'cost of living' and unable to meet financial commitments.</p>	<ul style="list-style-type: none"> Be aware of underlying issues through effective communication with service providers and suppliers about likely impact on prices (e.g., 5-year expectation of cost increases by one quarter on construction projects) Regular review of priorities and available resources Regular monitoring of expenditure and updated forecasts Follow contract procedure rules and renegotiate or retender contracts as appropriate. Ensure that budgets anticipate likely cost impacts with reasonable allowances built into budget costings to cover inflation risk Determine if increased costs such as energy make efficiency projects more financially attractive or reduce consumption by less use of heating. Internal Board to ensure a corporate approach <p style="text-align: right;">Responsible for this risk - E Croston & all strategic directors</p>	 Q2: 4x4=16	





<p>A9</p>	<p>The council has significant financial risks related to increasing (above budget) demand for services:</p> <ul style="list-style-type: none"> • Complex Adult Care • Childrens Care • Educational high needs • HRA Rent collection • Waste disposal and waste strategy • Social care legislation impacts • Grant schemes, where the council takes on cost or outcome risk 	<ul style="list-style-type: none"> • Dedicated Finance Managers for each service area • Maximisation of available income sources • Dedicated income management teams • There are regular links to performance meetings, monitoring KPIs and contract compliance. • Investment in technology or operational delivery arrangements also helps mitigate cost pressures or new legislative requirements. • Significant service pressures recognised as part of resource allocation • Responsibility for budgetary control aligned to Strategic and Service Directors. • Examine alternative strategies or amend policies where possible to mitigate growth in demand or reduce costs • Seek to recover additional costs where budgets held by other parties or partners • Utilise supplementary resources to cushion impact of cuts and invest to save. • Assess grant related risks and seek to mitigate (with the grant regime) <p style="text-align: right;">Responsible for this risk - E Croston & ET</p>	 <p>Q2: 4x5 = 20</p>	
<p>A10</p>	<p>Making inappropriate choices in relation to lending or and borrowing decisions, leads to financial losses.</p>	<ul style="list-style-type: none"> • Treasury management policy which sets out the policies and objectives of its treasury management activities and treasury management practices, how those policies and objectives will be achieved and how treasury management will be managed and controlled. • Treasury management strategy and plan recommended to and approved by the Corporate Governance & Audit Committee and Cabinet • Report to Council (via the Corporate Governance & Audit Committee and Cabinet) at least once in relation to treasury management activity during the year • Keeping updated in relation to rate changes <p style="text-align: right;">Responsible for this risk - E Croston</p>	 <p>Q2: 2x4 = 8</p>	
<p>A11</p>	<p>Exposure to uninsured losses or significant unforeseen costs, leads to the necessity for unintended savings to balance the council finances.</p>	<ul style="list-style-type: none"> • Ensure adequacy of financial revenue reserves to protect the council's financial exposure and maintain effective management to minimise impact on the council essential services. • Actively consider the appropriate treatment for known risks, accepting that insurance provided by 3rd party may not always be the optimum solution. 	 <p>Q2: 2x4 = 8</p>	

		<ul style="list-style-type: none"> Maintain awareness of risk activity that the insurance market is unwilling to cover and developments of offerings in this area. Eg: <ul style="list-style-type: none"> Combustible composite panelling (cladding) Cyber attack <p style="text-align: right;"><i>Responsible for this risk - E Croston & J Muscroft</i></p>		
	Governance	Operating legally and ethically		
A12	The councils arrangements to effectively design, implement and monitor adherence to policies , are inadequate, leading to the potential for failure, error, illegality or delay	<ul style="list-style-type: none"> Open policy development Open decision making, including full consultation Effective challenge (between officers, officers and members, and between member), with sufficient time for adequate consideration and scrutiny (e.g. timely publication of Key Decision Notices) Doing the basics well eg. proper recording of all decisions. Strong training and effective assurance to ensure this happens Carefully following all rules and requirements, particularly those related to Financial Procedures Rules and Contract Procedure Rules Clarity of management responsibility and understanding <p style="text-align: right;"><i>Responsible for this risk – chief executive and all strategic directors</i></p>	 Q2: 2x5 = 10	
A13	Statutory obligations create additional resource requirements that are not covered by existing government / other funding allocations and impact on the councils current policies and strategies.	<ul style="list-style-type: none"> Horizon scanning and work to ensure that the local impacts of national legislation, or other changes are fully understood as soon as practical Open consideration of options and how these may impact across communities, and impact on current activities Continue to lobby, through appropriate mechanisms, for additional resources e.g., Local Government Association (LGA) Be aware of underlying issues through effective communication with citizens, partners, service providers and suppliers about likely impact on resources Ensure that budgets anticipate likely impacts Ensure adequacy of financial revenue reserves to protect the council financial exposure and managed effectively not to impact on the council essential services. Lobby for appropriate shares of NI levies for local authorities- or similar funding. Ensuring efficacy of social care levy if ever shared 	 Q2: 4x3 = 12	  

		<ul style="list-style-type: none"> Understand, scenario plan and monitor financial implications from Health & Social Care legislation being prompted by government <p style="text-align: center;">Responsible for this risk – chief executive and all strategic directors</p>		
	Resource Utilisation	Operating successfully and effectively		
A14	<p>Council supplier and market relationships, including contractor failure leads to.</p> <ul style="list-style-type: none"> loss of service, poor quality service an inability to attract new suppliers (affecting competition, and to replace any incumbent contractors who have failed) complexities and difficulties in making decisions and arrangements in respect of significant and long running major outsource contracts, and their extension and renewal. Inability to secure contractors at all, or to achieve a clear open competition <p>(Recognising higher risk at times of inflation, especially against fixed price contracts)</p>	<ul style="list-style-type: none"> Proactively encourage and stimulate interest in tendering for council contracts Develop and publish market position statements and procurement pipeline opportunities and undertake regular dialogue with market. Ensure sufficient time is allocated to procurement activities to allow for pre-market engagement (where appropriate) and to allow time for potential suppliers to submit bids within timescales Adherence to procurement processes, including the agreed governance framework, to ensure the risks associated with approvals are documented and escalated appropriately Ensure appropriate consideration of procurement and financial risks; e.g. thorough financial assessment when a potential supplier failure could have a wide impact on the council’s operations but take a more open approach where risks are few or have only limited impact. Recognise and mitigate for differing sources of risk such as reliance on single suppliers and contracting with firms that derive large proportions of their business from the public sector Commission effectively; ensuring specifications are fit for purpose Undertake robust contract management - ensuring suppliers are performing and delivering against any key performance indicators and plans in place to manage external pressures such as changes to NMW, recruitment / retention challenges, supply chain disruption Instigate early consultation with existing suppliers about arrangements to be followed at the end of existing contractual arrangements Adhere to payment terms to maintain adequate cash flow for smaller contractors <p style="text-align: right;">Responsible for this risk – J Muscroft</p>	 Q2: 5x4 = 20	

<p>A15</p>	<p>Management of information from loss or inappropriate destruction or retention and the risk of failure to comply with the Council's obligations in relation to Data Protection, Freedom of Information legislation and the General Data Protection Regulations (GDPR) leading to reputational damage, rectification costs and fines.</p>	<ul style="list-style-type: none"> • Thorough, understandable information governance policies and practices that are clearly communicated to workforce and councillors • Effective management of data, retention and recording. • Compliance with retention schedules. • Comply with new legislation around staff access to sensitive data. • Council has a Senior Information Risk Owner ("SIRO") officer and a Data Protection Officer (DPO) supported by an Information Governance Board • Development of action plan to respond to GDPR requirements and resourcing requirements as appropriate • Recognition of increased risk from homeworking may increase risks or change their perspective (e.g., destruction of paper records, extra training) • Compliance with IT security policy. • Increased awareness of officers and members as to their obligations, responsibilities etc, through training • Recognising and understanding "cloud" based products and the advantages and risks that they provide • Business continuity procedures. <p style="text-align: right;"><i>Responsible for this risk – J Muscroft & R Spencer Henshall</i></p>	<p></p> <p>Q2: 3x4 = 12</p>	<p></p>
<p>A16</p>	<p>The risk of a data breach and / or impaired system functionality caused by a malicious cyber attack leading to inability to deliver council services, costs to recover / compensate and associated reputational damage</p>	<ul style="list-style-type: none"> • Cyber Strategy approved by ET and IG Board being implemented by IT Service • Penetration tests and PSN accreditation is maintained on an annual basis • Immutable back up equipment to at least preserve data in the event of a cyber attack • Thorough, understandable security policies and practices that are clearly communicated to workforce and councillors and adherence monitored • Recognition of increased risk from homeworking which may increase or change mitigations required (e.g., additional training) • Increased awareness of officers and members as to their obligations, responsibilities etc, through training • Recognising and understanding "cloud" based products and the advantages and risks that they provide • Business continuity procedures (in various scenarios) including recognising that some solutions may involve a return to paper based solutions and records 	<p></p> <p>Q2: 5x5 = 25</p>	<p></p>




		<ul style="list-style-type: none"> Proactive management of cyber issues, including additional web controls Continued adherence to NCSC guidance <p style="text-align: center;">Responsible for this risk – T Hudson, A Simcox & Rachel Spencer Henshall</p>		
A17	<p>Health and safety measures are inadequate leading to harm to employees or customers and possible litigious action from them personally and/or the Health and Safety Executive. (And the potential of prosecution and corporate /personal liability) (and particularly issues of fire safety)</p>	<ul style="list-style-type: none"> Health and Safety Oversight Board Bi-annual corporate performance reports. Audit of the health and safety management systems of Services within the Council, carried out in accordance with HSE guidance Successful Health and Safety Management (HSG (65). Management review and inspection of high risk premises at 3 yearly intervals and medium risk premises at 5 year intervals. Accident reports monitored and followed up and or investigated as necessary. The Council’s online accident and incident reporting system provides regular information to managers and now includes near miss reporting to enable Services to learn lessons before a serious incident occurs. Mandatory health and safety training matrix developed to specify the minimum level of training dependent on role within the Council. A well-managed training programme will help to develop a positive health and safety culture as well as helping to ensure that the Council meets its legal duty to protect its employees. Corporate Landlord inspects low risk premises. <p style="text-align: right;">Responsible for this risk – R Spencer Henshall</p>	 Q2: 2x4 = 8	
A18i	<p>Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p> <p>Residential property</p>	<ul style="list-style-type: none"> Housing Building Safety Assurance Board established to provide assurance across this risk Fire safety protocols established; fire door replacement programme is underway and waking watches implemented in high rise properties Asbestos replacement programme ongoing with procedures in place to identify and remove in compliant manner <p style="text-align: right;">Responsible for this risk – D Shepherd</p>	 Q2 4x5 = 20	

<p>A18ii</p>	<p>Exposure to increased liabilities arising from property ownership and management, including dangerous structures and asbestos, cladding and fire controls with reputational and financial implications.</p> <p>Non-residential property</p>	<ul style="list-style-type: none"> • Managed through Health & Safety Oversight Board • Compliance testing matrix in place identifying sources of risk, test requirement as detailed in legislation and test frequency • Asbestos and Legionella currently reported as AMBER H&S Risk Report • Embedded programme of fire risk assessments, inspections and audits in place, as documented in Corporate Fire Safety Policy • Active site management • Routine servicing and cleansing regimes in place with ongoing activity to improve data collection gaps • Work practices to address risks from noxious substances • Property disposal strategy linked to service and budget strategy • Corporate compliance guide being created to develop all servicing regimes and reasoning to allow areas that are more at risk to be addressed first <p style="text-align: right;"><i>Responsible for this risk – C Parr/ D Shepherd</i></p>	 <p>Q2 4x3 = 12</p>	
<p>A19</p>	<p>The risk of failing to retain a sustainable, diverse, workforce, including</p> <ul style="list-style-type: none"> • An appropriately skilled workforce to meet the demands of the council / government agenda • aging and age profile • encouraging people to enter hard to recruit roles (which often have low pay, or challenging hours or tasks) • recognising that labour shortage affects a large part of economic activity • and ensuring that the workforce is broadly content, 	<ul style="list-style-type: none"> • Refreshed People Strategy now in place • Recruitment for dedicated resource to focus on workforce planning has been successful and is now in place • Regular monitoring of workforce data at ET and all SLTs • Ongoing pilot activity to trial workforce planning approaches and utilise benchmarking data across Adults, Growth & Regeneration, Communities, Catering & Cleaning • Support requirements for frontline services are being actively considered both within People Services and across services • My Learning (MiPod Xtra replacement) has now launched making learning easier to access for everyone • Continuing to support selective use of interim managers and others to ensure continuity of progress regarding complex issues • Recruitment strategy to promote the range of employee benefits and emphasise the job satisfaction factors, specifically from service employment • Engage and encourage younger people through targeted apprenticeships, training and career development opportunities • Focus on Mental Health Awareness, including stress, with promotion of Wellbeing surveys, Wellbeing network and dedicated support service 	 <p>Q2: 4x4 = 16</p>	

	without whom the council is unable to deliver its service obligations.	Responsible for this risk – R Spencer Henshall		
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All risks shown on this corporate matrix are considered to have a potentially high probability, or impact, which may be in the short or medium horizon









TREND ARROWS

Worsening	
Broadly unchanged	
Improving	

CONTROL OPPORTUNITIES

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

Code

Community	Finance	Employees	Environmental/ Climate	Assets/ Property	Health & Safety	IT/Data	Goods/ supplies	Compliance/ Legal
								



Name of meeting: Corporate Scrutiny
Date: 19/09/2022
Title of report: Procurement Strategy

Purpose of report

This report presents the draft Procurement Strategy for comment by the panel.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	N/A
The Decision - Is it eligible for call in by Scrutiny?	N/A
Date signed off by <u>Director</u> & name	Julie Muscroft, Service Director Legal, Governance and Commissioning
Is it also signed off by the Assistant Director for Financial Management, IT, Risk and Performance?	No
Is it also signed off by the Assistant Director (Legal Governance and Monitoring)?	Yes
Cabinet member portfolio	Cllr Davies, Corporate Portfolio Holder

Electoral wards affected: All

Ward councillors consulted: None

Public or private: Public

Has GDPR been considered? N/A

1. Summary

- 1.1 Kirklees Council last Procurement Strategy covered the period 2013-2017. The new strategy builds on the successes of the previous strategy and work that has continued since its end to further embed a category-led approach and social value approaches to procurement. It also recognises the change in national policy context now the UK is outside of the EU and acknowledges the direction set for upcoming legislation by the Transforming Public Procurement Green Paper.
- 1.2 Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement

risks, and whilst challenges still remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year
- 2020 Winner - Project of the Year;
- 2021 Winner - Best Procurement Delivery (Local Government), and
- 2022 Finalists - Individual Achievement & Social Value Award.

- 1.3 The Procurement Strategy and Social Value Policy are closely related pieces of work. Together they support a key Corporate Portfolio objective to drive holistic benefits for our residents and communities through the Council's work.
- 1.4 The Procurement Strategy outlines the ambition and direction of travel for procurement.
- 1.5 The Contract Procedure Rules are the regulatory framework for all staff to follow in respect of purchasing goods, services and works regardless of value.

2. Content of the Procurement Strategy

- 2.1 The Procurement Strategy has been developed to support Kirklees Council strategic aims and priorities.
- 2.2 The strategy recognises the opportunity that procurement activity has in maximising added value and efficiencies with a focus on achieving value for money, alongside collaborating with internal and external partners.
- 2.3 The Procurement vision is to offer an outstanding procurement experience for stakeholders and suppliers that is transparent, provides opportunities for local businesses, delivers fantastic goods and services, delivers the best value for our residents, and supports achievement of Kirklees' Shared Outcomes
- 2.4 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 SMEs and VCSEs.
 - 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.
- 2.5 It is important to highlight that the theme of social value is dependent on the direction of the Social Value Policy, in particular the early consideration of SV within service design and commissioning processes.
- 2.6 Demonstrating value for money and partnership working remain at the heart of our approach to deliver effective procurement services.

- 2.7 The strategy is supported by an action plan. A project plan will be developed alongside highlighting key dates and milestones. The action plan will be a working document that will be used to monitor the delivery of the strategy.

3. Performance Reporting and Measuring Impact

- 3.1 A suite of indicators has been developed to monitor the impact of this procurement strategy. Further work will be required from other enabling functions to ensure effective reporting mechanisms are established.
- 3.2 While local spend analysis is being routinely carried out on an annual basis and adoption of the Social Value Portal allows some routine reporting on social value, more work is required to ensure these are reliable and robust measures.
- 3.3 Executive Team and Leadership Management Team support prioritisation of work on these measures to increase their reliability, allowing their incorporation into the Corporate Reporting Framework and demonstrating the impact of this work.

4. Implications for the Council

- 4.1 Procurement strategy and activity covers all aspects of the councils operations and provides a key enabling role in contributing to the organisations strategic priorities and outcomes which in turn supports delivery of the Council Plan;
- i. Working with People
 - ii. Working with Partners
 - iii. Place Based Working
 - iv. Climate Change and Air Quality
 - v. Improving Outcomes for Children

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

Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations. This procurement strategy will deliver further improvements and assurances in relation to demonstrating value for money.

5. Consultees and their opinions

- 5.1 The draft strategy has been informed by:
- Discussions with the Corporate Portfolio Holder;
 - Discussions within the procurement team;
 - Early discussions at Legal, Governance & Commissioning and Corporate SLTs;
 - Feedback from commissioners and suppliers on individual procurement exercises as well as market engagement with suppliers;

- Discussions with Helen Orlic, author of the VCSE Investment Strategy and Val Johnson from Third Sector Leaders;
- Discussions with a range of commissioners across Council services; and,
- Discussion at ET on 14 June.

5.2 The draft strategy has been discussed at all SLTs to ensure support across the board given its broad ranging impacts. These conversations were positive, and issues identified have been reflected in the attached version of the document. Regarding procurement these relate to:

- Production of an action plan to support delivery;
- Social value capacity within the organisation and each directorate;
- The need for improved reporting to provide visibility of the impacts;
- Opportunities provided by the new NHS Provider Selection Regime; and,
- The role procurement can play in supporting equality, diversity and inclusion in Kirklees.

6. Next steps and timelines

The next steps for this strategy are:

- Agreement at Cabinet on 11 October;
- Identify leads for key procurement themes (October);
- Agree key milestones for progressing delivery of the strategy (October)
- Identify corporate resource for progressing performance measures (October/November)

7. Officer recommendations and reasons

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

8. Cabinet portfolio holder's recommendations

8.1 As above.

9. Contact officer

Jane Lockwood, Head of Procurement
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Jonathan Nunn, Policy and Partnerships Manager
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10. Background Papers and History of Decisions

Not applicable.

11. Service Director responsible

Julie Muscroft, Service Director for Legal, Governance and Commissioning
Julie.Muscroft@kirklees.gov.uk

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Kirklees Council

Procurement Strategy

October 2022

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PROCUREMENT VISION

Kirklees Council aims to offer an outstanding procurement experience for stakeholders and suppliers that is transparent, provides opportunities for local businesses, delivers fantastic goods, works and services, delivers the best value for our residents, and supports achievement of Kirklees' Shared Outcomes.

INTRODUCTION

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health **throughout** their lives

Procurement plays a key enabling role in delivering the Council's vision and supporting delivery of other key strategies. This strategy sets out how we will use the Council's purchasing power to secure the best possible value and outcomes for the district and its residents, seeking to maximise the value of every pound we spend in terms of jobs, skills and supply chain opportunities in the local community.

The Council's net zero target of 2038 requires the reduction of all services' carbon footprint including through the supply chain. This can be achieved both through the technical specifications for procurements as well as through social value commitments.

Economic considerations should be balanced with the need for environmental and social outcomes, and this must be done within the bounds of procurement legislation. We can build in measurement of broader social outcomes **and** carbon reduction targets alongside more traditional measures of cost and quality. In practice this means a focus on council priority outcomes, such as creating local jobs, providing equality of opportunity to all and reducing carbon emissions.

The Coronavirus Pandemic (COVID-19) continues to have a significant impact on our people and places. The Council understands that as one of the largest procurers of goods, services and works in Kirklees it can play a significant role helping the local economy recover.

Our new Procurement Strategy builds on the progress made over recent years recognising the need to have robust contracts and reflect Kirklees' commitment to promoting an inclusive and sustainable economy by working in partnership with communities and partners.

There is still much more work that we need to do. Central to this strategy will be the changing **national** procurement agenda and the financial climate. We await the overhauled public procurement regime as set out in the Green Paper on Transforming Public Procurement. This wide-ranging programme of reform will ensure our regulations improve public services, maximise innovation and deliver wider economic benefits for our citizens. Alongside this the new NHS Provider Selection Regime will provide opportunities to make the most of stronger, flexible, simpler and integrated connections for the provision of healthcare services.

WHAT IS PROCUREMENT?

Procurement is the process of acquiring goods, works and services from third parties.

Public sector procurement is subject to a legal framework which encourages free and open competition and value for money, in line with internationally and nationally agreed obligations and regulations.

Delivering value for money is at the heart of what we do.

The Duty of Best Value placed upon the Council under the Local Government Act 1999 requires the Council to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy and efficiency and effectiveness. The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits.

This means effectively balancing quality, financial and social value considerations in a manner that can be clearly communicated and understood by all stakeholders and ultimately results in the best value and outcomes for residents.

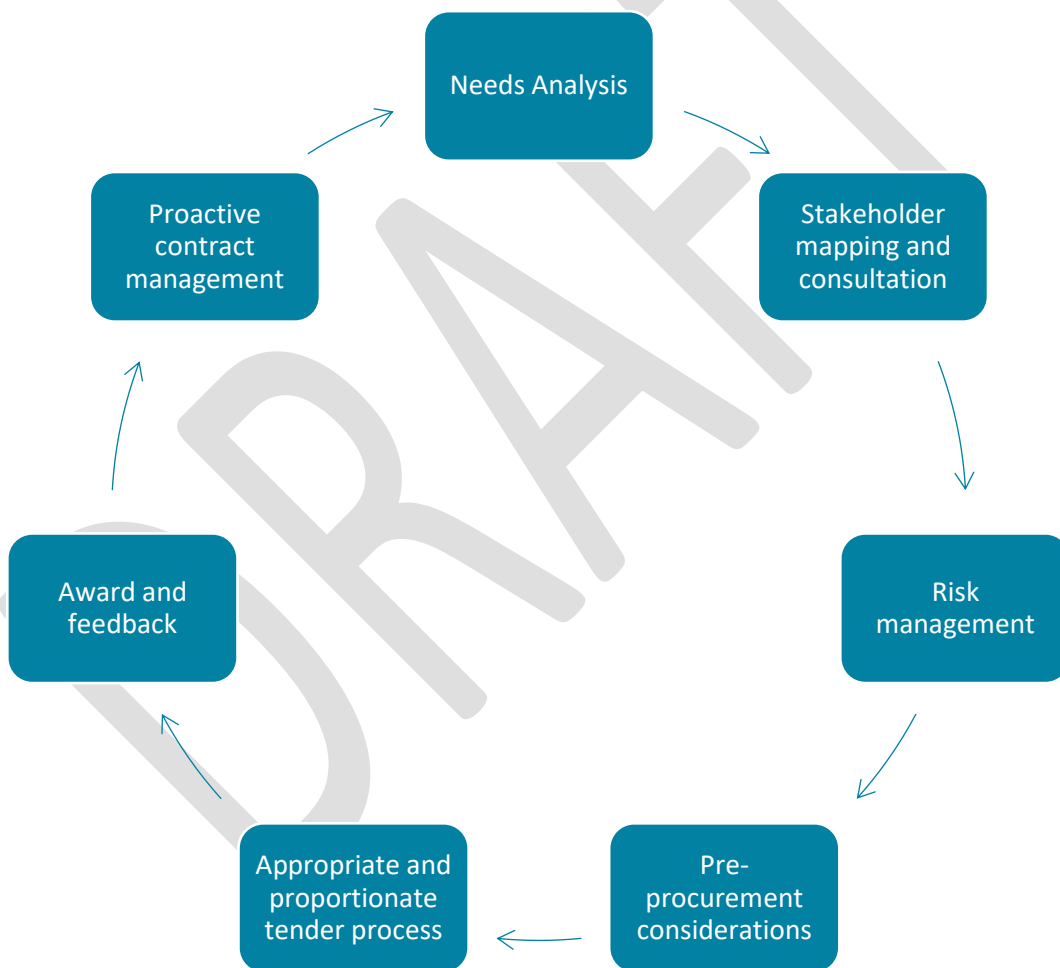
DRAFT

THE PROCUREMENT SERVICE

The Procurement Service’s purpose is to ensure that commercial arrangements and contracts awarded by Kirklees Council provide great value for money. The service is configured into market-facing teams, using a category management approach which aligns to the Council’s service areas and their priorities, ensuring the principles of public procurement; transparency, integrity, openness, fairness, non-discrimination, equal treatment, competition and accountability underpin our procurement activity.

The team aim to provide an excellent service to all our stakeholders working closely with other council corporate enabling services such as Legal, Audit, Risk, Insurance and Finance colleagues to ensure the best possible commercial arrangements are secured. The team engage with stakeholders throughout the procurement lifecycle to ensure value for money is demonstrated and achieved.

The Procurement Cycle



ACHIEVEMENTS & CHALLENGES

The Council is facing a growing demand for services, falling and unpredictable funding levels and rising inflation rates. The impact of Brexit and the pandemic whilst creating new potential opportunities has also created new challenges and risks for us, such as the potential for sudden contractor failure, challenging market dynamics and disruption to our supply chains.

With pressures on supply chains, volatility in the market and inflationary pressure alongside everyday challenges that exist in commercial activity such as the need for better risk mitigation, better control and visibility of spend, contract compliance, potential for corruption and fraud, the need for having effective, sustainable procurement practices has never been more important.

Much has been accomplished since moving from a devolved procurement model to a centralised category led approach in 2018, providing more assurance to the Council's commercial activity and demonstrating a stronger corporate grip on potential procurement risks, and whilst challenges still remain, progress is evidenced in part by the procurement team's successes in recent years at the National Public Procurement GoAwards:

- 2019 Winner - Procurement Team of the Year
- 2019 Highly commended - Procurement Innovation of the Year
- 2020 Winner - Project of the Year;
- 2021 Winner - Best Procurement Delivery (Local Government) and,
- 2022 Finalists – Individual Achievement & Social Value Award

STRATEGIC THEMES

We look forward to working with all our key stakeholders to deliver this strategy focussing on the following key themes:

- **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 SMEs and VCSEs.
- 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.

DELIVERING SOCIAL VALUE

OUR AMBITION

To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.

WHAT WE HAVE ACHIEVED

- Learning, sharing and experimenting in our approach to social value generation
- Piloting the use of the National Themes Outcomes and Measure via the Social Value Portal (SVP) to leverage social value commitments from successful suppliers
- Increased the level of local spend and social value weighting in procurement activity

HOW THIS AMBITION WILL BE DELIVERED

- Applying a minimum social value weighting of 10% in evaluation criteria in contracts above £100k where appropriate
- Promoting early consideration of social value in commissioning and inclusion of social value into specifications
- Adopting different approaches and tools for different markets and contracts
- Developing ambitious social value visions for our major schemes
- Using procurement to maximise contributions to achieving our aim to reach net zero by 2038 and promote sustainable practices
- Stimulating pre-market activity and encouraging local participation in procurement activity
- Monitoring social value commitments secured and realised

HOW THIS WILL BE MEASURED

- % of procurements with SV applied and secured
- £ of social value secured
- £ of social value delivered
- % of contracts that include SV commitments on the environmental theme
- Case study examples that demonstrate different approaches to delivering social value

INCLUSIVE PROCUREMENT

OUR AMBITION

To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.

WHAT WE HAVE ACHIEVED

- Increased local spend in Kirklees and West Yorkshire
- Spend with SMEs 2021/22; 57%
- Experimented with different approaches to pre-market engagement
- Introduced opportunities for feedback from internal and external stakeholders

HOW THIS AMBITION WILL BE DELIVERED

- Embedding our council culture of working with so we are recognised as a trusted partner, giving confidence in our approach to supplier markets and our communities.
- Maximising opportunities in upcoming procurement legislation to speed up and simplify processes increasing accessibility for small businesses, charities and social enterprises
- Use transparency to attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain.
- Working with VCSE to develop our relationship and to deliver against priority outcomes in relation to procurement in the VCSE investment strategy plan
- Promote a mixed economy of delivery, commissioning services from those who are best placed to deliver them effectively
- Promoting the use of local goods and services within the parameters of procurement legislation
- Ensuring procurement and equality, diversity and inclusion are appropriately integrated to ensure compliance with statutory obligations and to promote the Council's vision for equality, diversity and inclusion

HOW THIS WILL BE MEASURED

- % of procurement spend within Kirklees, West Yorkshire and Yorkshire & Humber
- % of procurement spend with SMEs
- % of procurement spend with VCSE
- Feedback from stakeholders and potential suppliers on individual procurements
- Individual case studies that demonstrate progress

CATEGORY LED

OUR AMBITION

To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.

WHAT WE HAVE ACHIEVED

- Embedded a central category-led approach with clear ownership, more transparency and with visible benefits recorded at project levels and from stakeholders
- Developed category plans and procurement strategies that support delivery of council outcomes

HOW THIS AMBITION WILL BE DELIVERED

- Establishing effective collaborative relationships with key stakeholders, partners and potential suppliers
- Working with existing and potential suppliers to ensure there is market capacity to deliver our requirements
- Being involved early in projects so we can shape procurement strategy and maximise impact
- Maximizing value from common areas of spend internally and across partner areas
- Developing strategic relationship management with key suppliers
- Improving the quality of data and the associated reporting mechanisms

HOW THIS WILL BE MEASURED

- Feedback from stakeholders and potential suppliers on individual procurements
- Measuring impact and added value of procurement activities
- Monitoring of impact of corporate and collaborative contracts
- % of contracts compliant with transparency requirements

INNOVATION AND IMPROVEMENT

OUR AMBITION

To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.

WHAT WE HAVE ACHIEVED

- Successful recruitment of excellent calibre of procurement professionals
- Recognised nationally for the progress demonstrated as a team and on individual procurement activity
- Reviewed and improved our processes and practices

HOW THIS AMBITION WILL BE DELIVERED

- Leadership; leading the way demonstrating initiative, resourcefulness and commerciality in our procurement approaches
- Maintaining a team with diverse and complimentary skills
- Equipping commissioners and contract managers across the organisation to achieve best outcomes through procurement
- Continuous improvement; reviewing and simplifying our practices and processes to ensure they are best practice, proportionate, stimulate innovation and are flexible
- Using technology for greatest advantage to simplify and improve processes and the experience for council staff and our suppliers in tender opportunities
- Establishing periodic reviews of procurement exercises and outcomes

HOW THIS WILL BE MEASURED

- Feedback from stakeholders and potential suppliers on individual procurements
- Achievement of national awards
- % of procurement team members qualified
- % of procurement team members working towards qualifications
- % of team members with appraisals completed in last 12 months with development opportunities

GOOD GOVERNANCE

OUR AMBITION

To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.

WHAT WE HAVE ACHIEVED;

- Increased visibility of council contracts and opportunities
- Improved compliance with Contract Procedure Rules
- Delivered training to raise awareness and support improved procurement practices

HOW THIS WILL BE ACHIEVED

- Strengthen transparency of procurement opportunities, processes and outcomes
- Strengthen existing governance processes and practices
- Strengthening the foundations for effective procurement
- Strengthening risk management
- Strengthen contract management to ensure realisation of the full benefits of procurement
- Strengthening data and reporting

HOW THIS WILL BE MEASURED

- Annual benchmark via National Procurement Strategy diagnostic
- Regional benchmarking at Yorkshire and Humber
- No of procurement legal challenges
- No of internal audits that identify procurement as an area of concern
- No of contract variations
- % of procurement spend off-contract

Kirklees Procurement Strategy 2022-2026; Action Plan – Working Document			
Theme 1; Social Value			
To secure the best economic, social and environmental benefits for our people and places through our approach to social value in our commissioning and procurement activities.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Apply minimum 10% social value weighting <ul style="list-style-type: none"> • Central record of social value captured • Review of social value weightings applied, commitments achieved and realised • Review and challenge our approach to ensure we are generating the ‘right’ and/or ‘best’ social value, in particular impacting those of greatest disadvantage • Review of different approaches to maximising social value-exploring how we can make it easy to deliver social value in Kirklees • Review lessons learnt to improve future practice • Benchmark, share and learn with other organisations • Review resource implications in relation to social value activities within the procurement team 		
	Promote early consideration of social value in commissioning <ul style="list-style-type: none"> • Develop a programme of cultural change in relation to social value to support key stakeholders and embed into business as usual activities • Encourage commissioners to be actively involved in setting social value targets 		

	<ul style="list-style-type: none"> • Run briefing and/or training sessions to ensure shared understanding • Pro-active consideration of what elements are included as part of the specification and/or procurement process 		
	<p>Adopting different approaches and tools</p> <ul style="list-style-type: none"> • Strategic approach to social value considered and evidenced within certain categories of spend; experimenting with different approaches as appropriate • Establish a more market facing approach to ensure best social value generation alongside value for money • Connect with other large local anchor organisations to explore opportunities to share, collaborate, learn and experiment with approaches to maximise social value for Kirklees residents 		
	<p>Develop ambitious social value approaches for major schemes</p> <ul style="list-style-type: none"> • Work with key stakeholders and industry sectors to understand the opportunities • Gather benchmark data to help inform ‘what good social value looks like’ • Connect with anchor organisations involved to identify opportunities to align and maximise social value aspirations 		
	<p>Contributing to achieving net zero by 2038 and promote sustainable practices</p> <ul style="list-style-type: none"> • Establish a task and finish group with climate change colleagues to ensure procurement can maximise contributions in relation to sustainable practices and achieving net zero through procurement (whilst still 		

	<p>demonstrating value for money) ensuring new approaches and processes are incorporated</p> <ul style="list-style-type: none"> • Inclusion of environmental measures within social frameworks • Pro-active consideration of what elements are included as part of the specification and/or procurement process • Build capacity internally and externally to engage with environmental measures 		
	<p>Stimulating pre-market activity & encouraging local participation</p> <ul style="list-style-type: none"> • Building pre-market engagement into procurement plans and timescales • Testing social value approaches as part of market engagement • Understand barriers and opportunities to local participation 		
	<p>Monitor Social Value commitments secured and realised</p> <ul style="list-style-type: none"> • Work with contract managers to ensure social value is a core consideration in contract management throughout the delivery phase • Develop reporting mechanisms to demonstrate the various social value measurements 		

Theme 2; Inclusive Procurement To promote a vibrant and mixed local economy, recognising the importance, innovation and value offered by our SMEs and VCSEs, reducing barriers to their participation in procurements, supporting their importance in the local market and wider economy and driving an inclusive economy in the borough.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Recognised as a trusted partner giving confidence in our approach to supplier markets and our communities <ul style="list-style-type: none"> • Continue to develop relationships internally, externally and raise the profile of tendering opportunities • Provide opportunities for feedback on tendering processes so improvements can be made • Explore how procurement can play more of an enabling role in relation to co-production and place based working • Improve the quality and consistency of communication methods e.g. pre-market engagement, social media • Explore how we can make more use of the Business Hub 		
	Increase accessibility for small businesses, charities and social enterprises <ul style="list-style-type: none"> • Identify opportunities to simplify processes • Reduce where possible any perceived & actual barriers faced • Work with VCSE sector to build their capacity and confidence • Establish Task & Finish group to ensure we fully understand the new procurement regulations and implications, ensuring any opportunities are maximised, 		

	<p>e.g. Understand options around reserving contracts, making use of new competitive flexible procedure etc.</p> <ul style="list-style-type: none"> • Strengthen relationships with Federation of Small Business and Chamber of Commerce 		
	<p>Attract a diverse range of providers, improving supplier diversity, innovation and resilience in our supply chain</p> <ul style="list-style-type: none"> • Meet the buyer events to encourage more participation (Kirklees & West Yorkshire) • Publish procurement pipeline • Greater use of guidance and promotional material about doing business with the Council e.g. publicity video, brochures etc. • Clearer literature about minimum expectations for working with the Council e.g. insurance, finance, experience etc. and what our processes are • Explore opportunities for resources to assist potential suppliers with completing procurement documentation • Understand when to restrict locally for below threshold procurements and when it is appropriate to advertise more widely – appreciation of implications of restricting tenders and mitigation any risks of doing so • Improved processes for determining and justifying contract durations - ensuring we aren't destabilising markets. 		
	<p>Working with VCSE to develop our relationship</p> <ul style="list-style-type: none"> • Establish a regular forum to develop the relationship, discuss opportunities and work through any potential barriers 		

	<ul style="list-style-type: none"> • Review lessons learned from our tender opportunities • Provide pipeline of upcoming opportunities • Greater presence at VCSE network meetings, not necessarily procurement led but as part of working with • Make more use of the Council’s Supporting the Needs of the Third Sector infrastructure contract to inform tendering approaches and provide networking opportunities • Include Business Hub in relationship building 		
	<p>Promote a mixed economy of delivery, commissioning services from those who are best placed to deliver them effectively</p> <ul style="list-style-type: none"> • Build awareness of our local suppliers with large national providers • Continue to develop our supply market knowledge • Consideration of local supply chain with social value criteria • Continue to assess and review opportunities for division of contracts into smaller lots • Targeted meet the buyer and pre-market engagement to better understand our markets – e.g. when appropriate to restrict to local and/or VCSE and when to advertise more widely • Set realistic timescales for tender deadlines to recognise supplier capacity limitations in all markets, for example a high number of VSCE’s don’t have bid writers 		
	<p>Promote use of local goods and services within parameters of procurement legislation</p>		

	<ul style="list-style-type: none"> • Review Council’s CPR’s to maximise use of local suppliers • Take advantage of flexibilities within the new Procurement Regulations to allow more targeted local procurements where possible. • Explore opportunities for establishing more Standing Lists for under threshold spend • Ensure procurement plans/processes consider risks for targeting of certain markets e.g. local, VCSE, and understanding of what the implications are. 		
	<p>Ensuring procurement and equality, diversity and inclusion are appropriately integrated to ensure compliance with statutory obligations and to promote the Council’s vision for equality, diversity and inclusion</p> <ul style="list-style-type: none"> • Ensuring procurement activities positively support the provision of high quality and accessible services that meet the needs of our diverse communities • Contractors fulfil their own equal opportunity obligations as employers and service providers in respect of equality areas when carrying out work for the Council. • Experimenting with approaches to proactively address inequalities through the procurement process • Working with council colleagues and partners to deliver against actions within our involving communities strategy • Incorporate feedback from leadership teams to identify opportunities to proactively support working carers, address loneliness and our looked after children 		

Theme 3; Category Led To source more strategically, be more innovative, stimulate and encourage competition, and enable service managers and commissioners to get the most out of their markets and supply chains.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Establish and maintain effective collaborative relationships with key stakeholders, partners and potential suppliers <ul style="list-style-type: none"> Review and refresh category strategies to support and complement the commissioning strategies and service plans of our customers Develop relationships and opportunities for feedback on what’s working well and what can be improved Understand stakeholders pressures, priorities, challenges and opportunities Develop reporting mechanisms and increase visibility of procurement related activities as required by service and directorate leadership teams 		
	Working with existing and potential suppliers to ensure there is market capacity to deliver our requirements <ul style="list-style-type: none"> Maximise the use of intelligence around supplier, market, service design and demand Provide up to date pipeline of opportunities and share transparently with potential suppliers 		
	Being involved early in projects so we can shape procurement strategy and maximise impact <ul style="list-style-type: none"> Develop and deliver innovative and meaningful category sourcing strategies and individual procurement plans 		

	<p>Maximizing value from common areas of spend internally and across partner areas</p> <ul style="list-style-type: none"> • Identify opportunities for collaboration with other public sector organisations to ensure maximum benefit for Kirklees • Monitoring of on/off contract spend and identify areas for improvement 		
	<p>Developing strategic relationship management with key suppliers</p> <ul style="list-style-type: none"> • Identifying and implementing strategic relationship management for the top 10 critical high value and/or high risk suppliers in each category • Develop tools and processes to monitor performance and demonstrate added value from the key suppliers 		
	<p>Improving the quality of data and the associated reporting mechanisms</p> <ul style="list-style-type: none"> • Develop a suite of financial and non-financial benefits that can be monitored and reported regularly Demonstrate how procurement plays an enabling role in supporting the delivery of the Council’s plan and key strategies; Inclusive Communities Strategy; Inclusive Economy Strategy; Environment Strategy and Joint Health and Wellbeing Strategy 		

Theme 4; Innovation and Improvement To deliver an effective commercial function that works in proactive, flexible and innovative ways to support achievement of the Kirklees Shared Outcomes.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	Demonstrating initiative, resourcefulness and commerciality in our procurement approaches <ul style="list-style-type: none"> • Develop case studies and reporting mechanisms to demonstrate impact and progress • Demonstrate achievements through submission for procurement awards where appropriate • Understand market conditions within categories which could affect the supply chain to mitigate risk through procurements • Schedule regular updates with colleagues to communicate changes such as new regulations/governance and implement these within CPRs. 		
	Maintaining a team with diverse and complimentary skills <ul style="list-style-type: none"> • Refresh Job Profiles • Provide career development opportunities including creation of entry level roles • Provide staff with the tools and knowledge to effectively carry out their roles • Ensure the procurement service aligns with the needs of the business 		

	<ul style="list-style-type: none"> • Effectively manage our resources against required workloads • Encourage staff to thrive and learn 		
	<p>Equipping commissioners and contract managers across the organisation to achieve best outcomes through procurement</p> <ul style="list-style-type: none"> • Develop and promote a suite of training opportunities, including mandatory training as part of induction programmes and refresher courses • Play a pro-active role in supporting the improvement of contract management practices • Empower services to contract manage and promote the benefits • Define roles and responsibilities between the service and procurement to maximise efficiencies and opportunities 		
	<p>Reviewing and simplifying our practices and processes</p> <ul style="list-style-type: none"> • Create conditions for shared learning and improvement both internally and externally • Develop and maintain up to date self-serve template documents for commissions under £25k • Request and reflect on customer and supplier feedback to enhance future procurement activity • Identify lead on communication for procurement related activity– link in with internal Communications • 		
	<p>Using technology for greatest advantage to simplify and improve processes</p> <ul style="list-style-type: none"> • Review opportunities provided from the new Yortender e-sourcing procurement portal 		

	<ul style="list-style-type: none"> • Explore opportunities to advertise tender opportunities using other platforms and social media. • Engage with services to understand their systems and how this could support improved contract management 		
	<p>Establishing periodic reviews of procurement exercises and outcomes</p> <ul style="list-style-type: none"> • Work with stakeholders and staff to identify opportunities for shared learning • Reviewing the published pipeline on a quarterly basis and maintaining any updates 		

Theme 5; To deliver a procurement service recognised for good governance, fairness and transparency that uses proportionate controls, systems and standards, and manages procurement risk.			
Milestone Aim/Date	Activity	Comments & Progress update	Lead/Owner
	<p>Transparency of procurement opportunities, processes and outcomes</p> <ul style="list-style-type: none"> • Develop and publish procurement pipeline • Publish all procurement data in line with transparency code obligations • Publish Modern Slavery Statement • Develop good understanding of the new regulations and associated processes following the procurement rules reform. • Explore and improve how opportunities are advertised e.g. Procurement page on Council website could be used to show current procurement opportunities that are out to market, promote procurement opportunities via Social Media (Twitter, LinkedIn – could setup procurement account) • Develop easy guidance for suppliers on how to access procurement opportunities • Improve internal communications on procurement – e.g. send out regular news items to internal stakeholders to make them aware of updates and changes to the regulations 		

	<p>Governance processes and practices</p> <ul style="list-style-type: none"> • Introduce new arrangements for supply chain resilience and commercial activities to ensure consistency and transparency in relation to commercial decision making • Annual review & refresh of Contract Procedure Rules • Ensure audit recommendations are adopted in relation to commercial matters • Review controls to combat fraud, bribery and corruption • Continuously identifying & applying good practice in procurement • Develop clear guidance available to ensure that services understand governance requirements upfront at the start of the procurement process. 		
	<p>Strengthening the foundations for effective procurement</p> <ul style="list-style-type: none"> • Commercial activity is underpinned by robust business cases and transparent decision making • Social value ambitions are developed particularly for major schemes • Introduce a suite a training packages to cover <ul style="list-style-type: none"> ○ General induction on procurement and contract procedure rules for all new staff and councillors ○ More detailed packages of training for staff that undertake and participate in procurements ○ Refresh and update evaluation training ○ Significant training will be required on the new procurement regulations for both procurement staff and other council staff 		

	<ul style="list-style-type: none"> ○ Training programme to be developed for the team including back to basics sessions for new procurement regulations. ● Procurement intranet pages to be reviewed, refreshed and improved ● Develop easy guides and toolkits for all staff on all elements of the procurement cycle ● Develop bank of frequently asked questions to share best practice within the team 		
	<p>Risk management</p> <ul style="list-style-type: none"> ● Identify and manage risk as an integral part of the procurement process ● Explore risk appetite as part of pre-market engagement; Understanding market appetite particularly in relation to terms and conditions, cost implications, unintended consequences and mitigations ● Actively promote compliance, risk and assurance as part of every procurement ● Clear guidance on risk management to be developed along with associated templates, e.g. procurement risk log ● Develop flow chart as a guide to determine level of risk associated with a project 		
	<p>Strengthen contract management to ensure realisation of the full benefits of procurement</p> <ul style="list-style-type: none"> ● Clarity of roles and responsibilities in contract management, e.g. handover report given to all contract managers once procurement is complete to make them 		

	<p>aware of pertinent issues such as price increase info, insurance, KPIs</p> <ul style="list-style-type: none"> • Increase visibility of contract performance, variations and spend • Develop quality assurance processes on key council contracts • Develop simple guidance for effective contract management, e.g. how to write a specification which could include information on Contract Management, guidance with developing KPIs • Include information on how contract will be managed in the specification / contract including KPI data 		
	<p>Strengthening data and reporting</p> <ul style="list-style-type: none"> • Work with Performance & Intelligence colleagues to improve and develop reporting mechanisms • Streamline local & SME spend processes • Explore development of inhouse social value tools and reporting 		

EXAMPLE PLAN - Forward Plan 1 September 2022 onwards FOR THE PERIOD 1 OCTOBER 2022 TO 31 JANUARY 2023

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>Future Management of Kirklees Stadium - Update In March 2021 Cabinet 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</p>	Cabinet	11 Oct 2022	<p>Appropriate engagement with KSDL, other partner organisations and Council Portfolio Leads.</p> <p>KSDL Board and Cllrs Pandor and P Davies.</p>	<p>Part exempt <i>Exempt information 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</i></p>		<p>Portfolio Holder for Corporate, Portfolio Holder for Regeneration <i>Martin Dearnley, Head of Risk - Internal Audit & Risk Management</i> <i>martin.dearnley@kirklees.gov.uk</i></p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>the preferred model.</p> <p>Cabinet will be asked to endorse revisions to the previously approved operating model necessary 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.</p>				<p><i>the information would be contrary to confidential terms and that the public interest in maintaining the 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></p>		
<p>Financial Outturn Report for 2021-22 to include the Revenue, Capital and Housing Revenue Account Outturn Position & Annual Report on Treasury Management To consider and note the financial outturn reports in relation to revenue, capital & treasury management. Make decisions as appropriate</p>	<p>Cabinet, Council</p>	<p>7 Sep 2022</p>		<p>Open</p>		<p>Portfolio Holder for Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk</i></p>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
based on the finalised financial position.						
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 1st Sep 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</i> <i>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</i> <i>james.anderson@kirklees.gov.uk</i>
Corporate Financial Monitoring Report Quarter 3 for 2022-23 To consider the third 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	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>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
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 & Housing Revenue Account to be set in accordance with agreed treasury management principles.	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</i> , Sarah Hill, Finance Manager <i>sarahm.hill@kirklees.gov.uk</i>
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 & Skills Funding Agency.	Cabinet	Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>David Baxter</i> <i>david.baxter@kirklees.gov.uk</i>
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	Cabinet	Not before 1st Jan 2023		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Naz Parkar, Service Director - Homes & Neighbourhoods</i> <i>naz.parkar@kirklees.gov.uk</i>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
in relation to Housing Revenue Account Properties.						
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	Not before 1st Nov 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Sarah Hill, Finance Manager</i> <i>sarahm.hill@kirklees.gov.uk</i>
Update of the medium term financial plan 2023-24 and following years To consider the financial planning framework for consideration of forthcoming budget proposals and plans, informed by updated forward spend and funding forecasts.	Cabinet Council	5 Sep 2022 7 Sep 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>James Anderson, Head of Accountancy</i> <i>james.anderson@kirklees.gov.uk</i>
Kirklees Social Value Policy Updated Social Value Policy to replace the policy adopted	Cabinet	20 Sep 2022		Open		Councillor Paul Davies, Cabinet Member - Corporate <i>Jonathan Nunn, Policy and</i>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>in 2013.</p> <p>All strategic and service directors have been engaged through discussions at meetings of each directorate's Senior Leadership Team in addition to discussion at Executive Team and Leadership Management Team.</p> <p>Commissioning leads within each directorate have been engaged separately to understand the opportunities and challenges they see in relation to social value.</p>						<p><i>Partnerships Manager jonathan.nunn@kirklees.gov.uk</i></p>
<p>Delivering the Cultural Heart - Gateway 2: Outline Business Case</p> <p>An update on the development of the Cultural Heart programme as part of the wider Huddersfield Blueprint.</p> <p>On the 16.11.21 Cabinet approved the Strategic Outline Case and gave approval to proceed to the Outline Business Case (Gateway 2) with the programme to be presented to Cabinet at this next Gateway for review and</p>	Cabinet	20 Sep 2022	Public Consultation Libraries Museum & Galleries Events Parks Parking Highways Legal Services Procurement TC regeneration Finance Extensive	<i>Part exempt Information relating to the financial or business affairs of any particular person (including the authority holding that information).</i>	background information	Councillor Paul Davies, Cabinet Member - Corporate, Councillor Graham Turner, Cabinet Member - Regeneration <i>David Glover david.glover@kirklees.gov.uk</i>

Subject / Decision	Decision Maker	Decision Due Date	Consultation	Likely Exemption	Background documents	Member / Officer Contact
<p>approval.</p> <p>The purpose of the Outline Business Case is to re-confirm the strategic case for the project and to outline and test the detail of the preferred option, the Preferred Way Forward setting out its masterplan and the associated financial case. This Outline Business Case has been prepared using the UK Government's Treasury Five Case Model methodology.</p> <p>This report updates members about the Cultural Heart programme and sets out the justification for the programme's continuation to Gateway 3.</p>			<p>consultation has been undertaken as part of the Blueprint including a place standard exercise as outlined in the background papers, the design process and public consultation for a planning submission.</p>			
<p>Household Support Fund - Further Extension (HSF3) Government funding of at least £3.7m to financially support residents with increased costs of living (grant period 01/10/2022 – 31/03/2023).</p>	<p>Cabinet</p>	<p>11 Oct 2022</p>		<p>Open</p>		<p>Councillor Paul Davies, Cabinet Member - Corporate <i>Julian Hobson</i> <i>julian.hobson@kirklees.gov.uk,</i> <i>Ferhat Bano, Senior Manager Welfare and Exchequer</i> <i>ferhat.bano@kirklees.gov.uk</i></p>

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CORPORATE SCRUTINY PANEL – WORK PROGRAMME 2022/23

PANEL MEMBERS:

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

GOVERNANCE OFFICER: Jenny Bryce-Chan

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

Social Value Strategy	Draft Social Value Policy seeks to apply social value as widely as possible to maximise the impact	<ul style="list-style-type: none"> Corporate Panel to be engaged in the draft Social Value Policy 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 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health and David Shepherd , Strategic Director for Growth and Regeneration Julie Muscroft , Service Director for Legal, Governance and Commissioning	15th August 2022
Portfolio holder priorities	<ul style="list-style-type: none"> Effective financial management Developing an inclusive procurement strategy Developing the relationship between the council and citizens Community assets transfer and how the council works with communities IT Strategy/Digital Inclusion Communications <p>Cost of Living</p>	<ul style="list-style-type: none"> 	Cllr Paul Davies , Portfolio Holder for Corporate	15th August 2022 Update from Cabinet Member on priorities from the Corporate Plan action plan Deferred to a future panel meeting
Emerging Issue – Customer Service Capacity	Update on issues that have emerged at Customer Service Centres	<ul style="list-style-type: none"> Discussion on root causes and action plan to address concerns. 	Richard Parry – Strategic Director for Adults and Health Dave Thompson – Head of Access Strategy and Delivery	15th August 2022
Financial Management/Capital Plan	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital)	<ul style="list-style-type: none"> Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets. 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Eamonn Croston , Service Director - Finance	19th Sept 2022 Medium Term Financial Plan

	Informed by relevant national, regional, and local context			
Responding to Cost-of-Living Crisis	Periodic reporting on the impact on residents and businesses	<ul style="list-style-type: none"> • Support to residents and Businesses • VCSE Investment Strategy 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Eamonn Croston , Service Director - Finance	19th Sept 2022
Council Risk Register	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"> • risks faced by organisation • appetite and alternatives 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Julie Muscroft , Service Director for Legal, Governance and commissioning Martin Dearnley , Head of Risk, Financial, IT and Transactional Services	19th Sept 2022
Procurement Strategy	Draft Procurement Strategy for 2022-2026 developed focussing on 5 strategic themes; <ul style="list-style-type: none"> • Delivering social value • Promoting inclusive procurement • Embedding a category led approach to procurement • Striving for innovation and improvement Adopting good governance throughout the procurement lifecycle	<ul style="list-style-type: none"> • Corporate Panel to be engaged in the draft Procurement Strategy • Corporate Panel to be updated and assured that the Council's approach to procurement is supportive of outcomes and deliverables in the Council Plan 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health and Julie Muscroft , Service Director for Legal, Governance and Commissioning Jonathan Nunn , Policy & Partnership Team Manager Jane Lockwood , Head of Procurement & Commissioning Support	19th Sept 2022

<p>Asset Management</p>	<ul style="list-style-type: none"> • Community asset transfer (shaped by people) <p>Place based working – one component of which is community bases</p>	<ul style="list-style-type: none"> • 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 • Look at relationship between community bases and best utilisation of assets 	<p>David Shepherd, Service Director for Growth and Regeneration Joanne Bartholomew, Service Director, Development</p>	<p>24th Oct 2022</p>
<p>The People Strategy</p>	<p>There are 4 outcomes in the People Strategy:</p> <ul style="list-style-type: none"> - Healthy and well people; - Effective and compassionate leadership; - Skilled, flexible and engaged people; - Inclusive organisation of choice. <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>	<ul style="list-style-type: none"> • Update on projects within the People Strategy programme of work and the impact that these are having on the 4 People Strategy outcomes 	<p>Rachel Spencer-Henshall, Strategic Director for Corporate Strategy, Commissioning and Public Health Deborah Lucas, Head of People Service</p>	<p>24th October 2022 HR Place Based Working</p>

Access to Services and Customer Services	Developing the proposition for Place Based Working for Access to Services including customer journey mapping Replacement telephony project.	Implementing the Access Strategy, ensuring citizens are placed centrally in our approach and improving the relationship between the council and citizens	Richard Parry , Strategic Director for Adults and Health Jill Greenfield , Service Director for Customer and Communities	24th October 2022
Libraries	Improving general condition of key locations is underway with our 4 priority libraries identified. We have produced our dementia action plan and are working on improving our locations for those with autism and the visually impaired. Planning the decant of Huddersfield Library's services to an alternative location(s) whilst the Cultural Heart program is delivered.	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. <ul style="list-style-type: none"> • Seeing through the creation of an innovative, fit for purpose, relevant library that delivers high a quality, accessible cultural, social offer that encourages and supports wider town centre activity and regeneration. 	Richard Parry , Strategic Director for Adults and Health Jill Greenfield , Service Director for Customer and Communities	24th October 2022
Financial Management/Capital Plan	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital) <ul style="list-style-type: none"> • Informed by relevant national, regional, and local context 	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Eamonn Croston , Service Director - Finance	28th Nov 2022 Autumn Government Budget Statement & In-year financial challenges
Council Plan	The Council Plan will in the first instance go to OSMC before being considered by		Michelle Hope – Programme Manager, Strategy, Innovation & Planning	28th Nov 2022 Informal session

	the Corporate Scrutiny Panel			
Council Risk Register	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"> risks faced by organisation appetite and alternatives 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Julie Muscroft , Service Director for Legal, Governance and commissioning Martin Dearnley , Head of Risk, Financial, IT and Transactional Services	16th Jan 2023
Financial Management/Capital Plan	Periodic updates of the council's overall financial position both in year and forward plans (revenue and capital) <ul style="list-style-type: none"> Informed by relevant national, regional, and local context 	Work with political and officer leadership, budget managers and key partners to ensure delivery of Council outcomes within approved budgets.	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Eamonn Croston , Service Director - Finance	16th Jan 2023 Financial update with a focus on the budget
Technology Strategy	<ul style="list-style-type: none"> The Technology Strategy implementation programme since 2020, brought to life through the pandemic and recovery What have we learned and adjusted in focus since 2020? Priorities in technology delivery (operational and strategic) for 2022/23 and early thoughts on 23/24 and beyond Digital Inclusion: Understanding of the challenges; use /	<ul style="list-style-type: none"> Corporate Panel to be updated and assured that the Council's approach to technology is supportive of outcomes and deliverables in the Council Plan Panel to provide thoughts/steer on our approach and opportunities for development and future engagement	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Andy Simcox , Service Director, Strategy and Innovation	6th March 2023

	development of sustainable solutions to address need.			
Comms Strategy	<ul style="list-style-type: none"> • Communications Strategy in development for agreement and implementation in 2022 – approach, principles. • Increased reach and engagement in the council’s work with citizens and communities (second half of 2022/23) • 	<ul style="list-style-type: none"> • Corporate Panel to be engaged in the development of the Communications Strategy • Corporate Panel to be updated and assured that the Council’s approach to communications is supportive of outcomes and deliverables in the Council Plan • Demonstrable evidence of increased reach and engagement with citizens and communities 	Rachel Spencer-Henshall , Strategic Director for Corporate Strategy, Commissioning and Public Health Andy Simcox , Service Director, Strategy and Innovation	6th March 2023

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