

Name of meeting: Corporate Scrutiny Panel

Date: Friday 12 April 2018

Title of report: Review of 2018/19 - Holding Cabinet Members to Account

Purpose of report: To brief members of the Panel on the progress made against the Cabinet priorities for the Corporate Portfolio in 2018/19.

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
<p>Date signed off by <u>Strategic Director</u> & name</p> <p>Is it also signed off by the Service Director for Finance IT and Transactional Services?</p> <p>Is it also signed off by the Service Director for Legal Governance and Commissioning Support?</p>	
Cabinet member portfolio	Cllr Graham Turner – Cabinet Member Corporate

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: Public

1. Summary

Background

- 1.1 At the meeting of the Panel held on 31st August 2018, the Cabinet Member for Corporate outlined his priorities for the forthcoming municipal year with the areas set out below being highlighted. This report provides an update in respect of those priorities and Councillor Graham Turner will be in attendance at the meeting to share the progress made over the last twelve months and to answer the Panel's questions.

(i) Developing the cultural offer/identify for the district

Deliver the first phase of the Music Development Plan which is being funded through the Business Rates Pool which will begin to build the district's reputation as a place of world class music. This first phase up until the end of March 2019 involves strategic marketing and brand development/promotion; programmes developing new skills and capacity building amongst musicians and music businesses; and audience development to reach 'left behind' groups and areas. This programme is building towards a year of music in 2023

Update:

- The programme's outputs have been agreed and the funding confirmed
- Commissions have been agreed with HCMF//, Yorkshire Women's Sound Network and the University of Huddersfield
- Posts to deliver each commission have been advertised with interviews taking place 8th to 10th April
- Faith PR has achieved a series of local, regional and national press and media coverage spotlighting a diverse range of musicians in Kirklees
- Kath Davies, Creative Economy Manager, has spoken at a number of regional and national conferences and events to promote music as a strong contributor to placemaking in Kirklees. As a result of this profile, the British Council has shown interest in the Kirklees' music plans
- A mural highlighting the diverse forms of music in Kirklees has been installed in one of the entrances to Queensgate Market
- A launch of the Year of Music 2023 takes place at the university on 11th April to garner support for the year.
- Strong partnerships have been established between music festival organisers, professional music organisations and commercial music venues with a commitment to working together to promote music, develop the sector and establish a medium sized music venue in Huddersfield

Produce long term masterplans for Bagshaw Museum, Oakwell Hall and Country Park and a new cultural centre in Huddersfield town centre and seek external investment to support their production and delivery. The aim is to develop key visitor attractions across Kirklees in the next ten years

Update:

- Funding of £216,700 has been secured from the National Lottery Heritage Fund Resilient Heritage Programme. This will fund the production of a masterplan at Bagshaw Museum; financial viability testing of an existing masterplan for Oakwell Hall; and community engagement for the new cultural centre in Huddersfield. This programme starts at Easter

Pilot the new digital promotion of museum collection highlights at Huddersfield Library. If successful, a digital museum will be created to promote the Kirklees collections globally in 2019/20 and increase access to the collections for those unable to visit

Update:

- This is not progressing as quickly as planned due to capacity and other priorities. External funding is therefore required to progress this. Museums and Galleries digital presence have improved e.g. a popular blog site about Women's Suffrage in Kirklees is enabling the community to share research and information and showcase exhibitions, collections and images.

Deliver a programme of exhibitions at Huddersfield Art Gallery in 2018/19 which promote the district and help to create a sense of place as the artists or subjects have a connection to Kirklees

Update:

- This year's programme has included exhibitions by successful local artists such as David Blackburn; a football photography exhibition with a number of images of Huddersfield Town which attracted new audiences to the gallery; exhibitions by local organisations such as the Huddersfield Art Society, West Yorkshire Print Workshop, HCMF// and Hoot Creative Arts. There has been a strong connection to Kirklees and the North to create a sense of a creative place

Work with partners to pilot a cultural offer marketing programme including targeting University of Huddersfield students and producing a new kind of information point in Queensgate Market by December 2018. The aim is to welcome students to Huddersfield and make them and other residents more aware of what is available in the district

Update:

- The Huddersfield Marketing Group has been established and is facilitated by the council. It brings together marketing officers from key cultural and educational organisations in Huddersfield to collaborate on marketing projects
- The Group worked with the Students Union to produce information for students at the beginning of the academic year
- The Group has also developed the banner project – banners across Huddersfield town centre promoting the cultural offer in the town. A programme is in place to change the banners every four months
- An information point has been established at Queensgate Market where any cultural and community groups can display promotional material. The point also includes a piano donated by the university which can be played by anyone. This is proving popular and attracting some proficient pianists who when they play, create an appealing atmosphere in the market

Deliver a promotional campaign and support programme to attract new and established creative businesses to relocate to Kirklees and retain existing businesses within the district throughout 2018/19

Update:

- The Creative Economy team has worked with Tech Nation to promote the district to creative businesses.

- 65 business engagement sessions have been delivered leading to greater resilience through improved business plans, 3 of which Kirklees creative businesses have levered £75k from Leeds City Region.
- At the end the third quarter there was a 4% increase in creative and digital business start-ups across Kirklees.

(ii) Delivering a budget that achieves the best for Kirklees people

- *July- August 2018:*
Budget Challenge Sessions with Exec Team and Service Directors to cover the Strategic Director Portfolios. These sessions are designed to highlight 2018-19 performance against resources allocated, and any emerging key issues to help inform and shape the annual budget re-refresh.
- *Early October 2018:*
Medium Term Financial Plan (MTFP) Update - report to Cabinet (2nd) and Council (10th). This will review high level funding and cost assumptions over multi-year plans; both revenue and capital. This will provide a financial planning framework and process (including budget engagement), for consideration of budget options for member consideration through the remainder of the budget process, to deliver a balance budget.
- *End Jan-mid Feb 2019:*
Annual Budget report to be approved by Cabinet (29th Jan) & Budget Council (13 Feb). This will incorporate multi-year budget plans (revenue & capital,) and the Treasury Management Strategy.

Update:

All objectives have been met.

(iii) Delivery of the access to services strategy; including a modern library service

- *Deliver a modern library service*
 - *To carry out further conversations with library Friends of Groups, stakeholders and partners to arrive at place based solutions for communities using the framework agreed at cabinet on 21st August 2018. This is to include local-level reviews of the locations and suitability of the accommodation that houses each library.*
 - *To redesign the service in a timely manner giving due thought and consideration to a comprehensive and efficient service with appropriate staffing, based on community needs and Council priorities and opportunities to reduce expenditure or secure more income.*
 - *To move to secure an external partner to provide the Home Service on behalf of the Council.*

Update:

- Conversations continue with library Friends Groups, stakeholders and partners to arrive at placed based solutions for communities using the framework agreed at cabinet in August 2018.
- Redesign of the service is developing and will be agreed and delivered in a timely manner. Income streams are being explored along with opportunities to reduce expenditure.

- The process to secure an external partner to provide the Home Service on behalf of the Council has started with invites to tender expected in the first quarter of 2019/20.
- The move of Almondbury Library is expected to be completed by late spring 2019.
- *Corporate Front Door*
 - *Building on the success of the my Kirklees account where over 90,000 accounts have been created continue improving our ‘universal front door’ by designing and implementing digitally enabled services for as many council services as possible, supported by a channel shift and take-up implementation plan. Develop and implement joined-up, technologically enabled front to back office processes to deliver improved customer service.*

Update:

- Work continues with services to identify opportunities for improving the offer. Contacts into the councils telephony service have reduced again 2018/19 customers being able to utilise other means (digitally enabled services. The my Kirklees Account now has over 90,000 accounts created. An increase of over 28% since August 2018.
- *Transform existing customer access points:*
 - *Resolve more contacts at the first point of contact (improved efficiency and cost of service)*
 - *Expedite the customer journey and signpost to 3rd parties where appropriate (Reduced demand, improved outcomes)*
 - *Provide a consistent customer experience across all channels*
 - *Focus staff resources on ‘assisted service’ whilst supporting vulnerable customers with more specialised and complex needs*
 - *Enable citizens and their representatives to self-serve online to:*
 - *Reduce demand - particularly ‘failure’ demand*
 - *Improve service efficiency and cost*
 - *Enhance convenience in terms of access - 24/7*
 - *Better manage their interactions with the Council*

Update:

- Services are working together with the customer access points (digital, telephony and face-face) to resolve more contacts at first point of contact.
- More and more services are available through the telephone contact centre and customer service centres bringing a more consistent customer experience across the channels.
- A programme of work is currently being developed to ensure all services are supported to develop their customer access in the appropriate way by focussing resources on assisted service and supporting vulnerable customers with more specialised and complex needs.
- A review of emergency services available 24/7 will be completed in 2019/20.

An extract of the relevant Minute from the meeting held on 31st August 2018 is attached at Appendix A for information.

This activity forms part of Scrutiny’s role in holding the Cabinet to account for delivery of its priorities.

2. Information required to take a decision

This report is for information only.

3. **Implications for the Council**
N/A
4. **Consultees and their opinions**
N/A
5. **Next steps**
Following consideration of the Cabinet Member's update, the Panel is asked to:
 - (1) Identify any areas of work on which it wishes to receive further information,
 - (2) Consider if there are any matters it wishes to be involved with.
 - (3) Notes any forthcoming work that will require Scrutiny's attention and therefore needs to be considered as part of the Work Programme for 2019/20.
6. **Officer recommendations and reasons**
That the Panel consider the end of year update from the Cabinet Member and identify any issues that it would wish to see put forward as part of next year's Work Programme.
7. **Cabinet portfolio holder's recommendations**
N/A
8. **Contact officer**
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9. **Background Papers and History of Decisions**
N/A
10. **Service Director responsible**
Julie Muscroft
Service Director, Legal, Governance & Commissioning