



Notice of meeting of

Effective Organisation Overview & Scrutiny Committee

To: Councillors Healey (Chair), Crisp, Horton (Vice-Chair),
D'Agorne, Firth, Gunnell, Hyman and Jamieson-Ball

Date: Wednesday, 6 October 2010

Time: 5.00 pm

Venue: The Guildhall, York.

AGENDA

1. Declarations of Interest

At this point Members are asked to declare any personal or prejudicial interests they may have in the business on this agenda.

2. Minutes (Pages 1 - 6)

To approve and sign the minutes of the meeting held on 14 September 2010.

3. Public Participation

At this point in the meeting, members of the public who have registered their wish to speak regarding an item on the agenda or an issue within the Committee's remit can do so. The deadline for registering is **Tuesday 5 October 2010 at 5pm.**

4. Briefing on Procurement. (Pages 7 - 12)

This report provides Members with an update on the procurement arrangements across the Council and is for information only.

5. Update on More for York. (Pages 13 - 16)

This report provides Members with an update on the progress of the More for York programme, outlines the savings made to date, sets out the agreed investment profile and gives high level view of progress in each workstream. The report is information only.

6. Introductory Paper on Possible Scrutiny Review - Customer Complaints - Feedback and Resulting Actions.

Report to Follow.

7. Work Plan (Pages 17 - 18)
Members will consider the Work Plan for the Effective Organisation Overview and Scrutiny Committee for 2010-11.

8. Urgent Business

Any other business which the Chair considers urgent under the Local Government Act 1972

Democracy Officer

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For more information about any of the following please contact the Democracy Officer responsible for servicing this meeting whose contact details are given above.

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports

City of York Council

Committee Minutes

MEETING	EFFECTIVE ORGANISATION OVERVIEW & SCRUTINY COMMITTEE
DATE	14 SEPTEMBER 2010
PRESENT	COUNCILLORS HEALEY (CHAIR), CRISP, HORTON (VICE-CHAIR), D'AGORNE, FIRTH, GUNNELL AND HYMAN
APOLOGIES	COUNCILLORS JAMIESON-BALL

10. DECLARATIONS OF INTEREST

Members were asked to declare at this point in the meeting any personal or prejudicial interests they may have in the business on the agenda. No interests were declared.

11. MINUTES

RESOLVED: That the minutes of the meetings of the Effective Organisation Overview and Scrutiny Committee's held on 6 July and 14 July 2010 be approved and signed by the Chair as a correct record.

12. PUBLIC PARTICIPATION

It was reported that there had been no registrations to speak under the Council's Public Participation Scheme.

13. PRESENTATION ON CUSTOMER SERVICES

Members received a presentation from the Assistant Director of Customer and Business Support Services which outlined recent changes made to customer services and future plans for transformation in line with the Council's Customer Strategy which was approved in 2009 and the More for York programme.

The Assistant Director of Customer and Business Support Services answered Members queries in relation to specific issues raised in the presentation and Members made the following comments:

- Improvements need to be made to the process of logging and handling Member queries and Customer queries.
- Up to date ombudsman complaint forms and information needs to be available to customers.

- Home care invoices need to be clearer when money has been paid by direct debit as they can be confusing for the elderly.
- The work being undertaken is to be commended.

Members agreed that a possible topic for this Committee to look at could be the current process for logging and responding to Customer queries as they had heard of differing experiences from the public i.e. some complaints are responded to swiftly and others do not hear anything back following a complaint.

RESOLVED: (i) That the Committee notes the current services, performance and developments for Customer and Business Support Services.

(ii) That the Assistant Director of Customer and Business Support will prepare an introductory paper on a possible review of the customer feedback/complaints and resulting actions.¹

REASON: To monitor developments in Customer and Business Support Services as a relevant service area to the remit of this Committee.

Action Required

1. Prepare paper on possible scrutiny topic for 6th Oct meeting. PS

14. QUARTER 1 FINANCE & PERFORMANCE MONITOR FOR 2010-11

Members received a report that provided details of council performance for the period 1 April 2010 to 30 June 2010. Consideration was given to two areas:

- Performance – covering how well the Council performed across a wide range of performance indicators, at both corporate and directorate level including progress on priority actions and projects.
- Finance – covering the councils service and corporate budget management.

Officers highlighted the key issues and responded to Members queries on the data that had been provided.

A report (Customer and Business Support Services Finance Report 2010/11) was tabled containing detailed information on service areas covered by the Customer & Business Support Directorate. The report contained detailed information on issues such as customer statistics and staff sickness. Members were asked to consider the tabled report and provide feedback to officers on how useful the additional information is to them in relation to this scrutiny committee, and whether the report would be useful in the future. The report is attached to these minutes online.

Members queried paragraph 44 on page 26 of the report relating to the new coalition government's proposed cuts in funding and asked whether officers could provide any further information relating to the cuts. Officers advised the information would be going to Executive Member Decision Sessions in due course.

RESOLVED: (i) That the performance issues identified in the report be noted.

REASON: So that corrective action on these performance issues can be taken by members and directorates.

RESOLVED: (ii) That the finance issues identified on the report, in particular the current forecasted pressures and that members acknowledged that work is ongoing to reduce these in time for the Monitor 2 report, due before Executive on 16 November 2010.

REASON: So that the Councils expenditure can be contained within budget, where possible by the end of the financial year.

RESOLVED (iii) That in accordance with Financial Regulations and referencing paragraph 54 of the officers report, approval is requested for a release from Contingency of £20k to fund the inward investment post.

REASON: To enable the continuation of the council's role in promoting inward investment in the city.

That the three new Key Corporate Risks set out at paragraph 70 of the officers report be approved.

REASON: So that monitoring of these risks is presented to Members on a regular basis.

15. BRIEFING ON LEGAL SERVICES

Members considered a report which provided information about the role of the in-house legal team and steps which have been taken to minimise expenditure on legal advice from external solicitors.

The Head of Civic, Democratic and Legal Services went through the key issues and reported the following areas of progress:

- The Interim head had identified what work was being outsourced and had identified the areas with a high legal spend.
- Two new Solicitors are due to start work in Autumn to work on contract and commercial work and locum solicitors had been recruited in the meantime.
- The locum solicitors had saved approximately £100,000 between February to June 2010
- Social Services work continues to be high volume and following decisions by Members as part of the budget process the legal team had been able to recruit two solicitors and a legal assistant to work in this area.

Members welcomed the progress in reducing expenditure and were happy to let the new arrangements run until the end of the municipal year before deciding whether to scrutinise the matter further.

RESOLVED: That Members note the steps that have been taken to secure that competent and cost effective legal advice is available to the Council.

REASON In order that the Committee has undertaken its role to monitor performance.

16. PRESENTATION ON INFORMATION AND COMMUNICATION TECHNOLOGIES (ICT)

Members received a presentation from the Head of ICT on projects within the ICT blueprint and other projects with the ICT theme of sustainability and the new dark fibre network.

The Head of ICT went through the key projects and responded to Members questions on the information presented. The following areas were covered:

- Rationalisation Programme
- HR and the implications for ICT at the new Head Quarters.
- Multipurpose devices for desktop and bulk printing
- Software Review
- Citrix and office upgrade
- New Intranet site – Colin.
- City of York Council Website
- Sustainability
- Dark Fibre Network for York.

RESOLVED: That the Committee noted the contents of the presentation.

REASON: In order that the Committee is consulted on developments in ICT.

17. WORKPLAN

Members considered a draft workplan for the Effective Organisation Overview and Scrutiny Committee for the remainder of the 2010-11 municipal year.

Members agreed to receive a budget update report at the meeting on 23 November and a further budget update at the meeting in January 2011.

Members acknowledged that the briefing on Equalities had been slipped to the January meeting.

RESOLVED: That the draft Workplan be approved with the amendments detailed above.

REASON: To ensure a robust and relevant work plan is in place for the municipal year.

TABLED REPORT - CUSTOMER & BUSINESS SUPPORT SERVICES FINANCE REPORT 2010/11.

Councillor Healey, Chair
[The meeting started at 5.00 pm and finished at 8.00 pm].

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Effective Organisation Overview & Scrutiny Committee

6 October 2010

Report of the Assistant Director – Office of the Chief Executive

Briefing Report on Procurement

Summary

1. This report provides Members with an update on the procurement arrangements across the Council, and is for information only.

Background

2. Procurement in CYC is a key workstream within the More for York programme and is expected to deliver large-scale savings. It can deliver better value for money and reduce spend on goods and services without having an impact upon the quality of services to customer. Maximising savings generated from procurement will also lessen the impact of savings upon the workforce.
3. The in year target savings of £400k to the General Fund (GF) have already been over achieved by +£259k, a total of £659k savings. In addition to this, a further £927k saving has been made that will accrue to the Direct Schools Grant (DSG).
4. Procurement plays a pivotal role in achieving efficiency savings and is the custodian of best practice commercial approaches and techniques which both shape and manage supply markets. Procurement in CYC has (until recently) had neither the mandate or the permanent resource base with the skill sets required to implement this. Historically Procurement has had only a partial view of and involvement in much of the procurement activity within CYC. Its role has largely been one of compliance management around EU Procurement Regulations & CYC's Financial Regulations, often getting involved only at the contract signing stage with hands on input into a small number of corporate contracts whilst each directorate undertook the following:
 - Significant level of procurement – many of high value
 - Commissioning – Specification of goods and services, service levels and quality
 - Negotiation with suppliers
 - Contract Management
 - Requisitioning – ordering and authorising payment for goods and services

The Commercial Hub

5. Since January 2010 the internal team have concentrated on delivering savings and have utilised a company called V4 to undertake the analysis of potential savings and delivery mechanisms. This work concluded that the procurement function

requires an expanded mandate to control expenditure and ensure that procurement activity delivers goods and services at the lowest cost and highest quality across the whole organisation. It also identified problems with:

- Historic data categorisation which make data analysis of spend difficult
 - Procure to Pay processes which are being worked upon by the Finance FMS team.
6. It has been recognised that the function needs to be refocused away from simply providing compliance advice and guidance and towards the delivery of savings. Approval to establish the Commercial Hub was granted by the council's Executive members on 7th September 2010. This provides the ability for the Commercial Hub (formerly Procurement) to:
- Challenge the need to procure (using Demand Management practices). Do we need the things we are intending to buy and are we specifying them to the appropriate level – not too high/low?
 - Assess whether others within or outside CYC buying the same thing and can we aggregate our requirements to achieve better value
 - Shape markets and work on supplier relationship management (SRM) programmes that deliver innovation, service improvements, risk management of supply and cost reduction in the provision of goods, services and processes.
7. The Commercial Hub will be the commercial arm of the organisation, with visibility and control of all procurement activity, which will enable it to drive out value and lower the cost of goods and services and will provide the following:
- Control and visibility of all significant procurement
 - Demand Management – buying only what we absolutely need
 - Aggregate requirements – by managing categories of spend ensure we do not buy the same goods from multiple suppliers
 - Contract Management – Buying from contracts we negotiate and then getting what we pay for and managing suppliers to perform and constantly challenge costs
 - Commercial negotiation with suppliers – getting the best deals possible
 - Partnership working – identify potential for shared purchasing with other agencies – increased market leverage and reduced cost
 - Better value for money (additional net savings of £1.25m in 2010/11
 - Potential annual savings of between £3m-5m in next 2 years)
8. All of these new requirements mean that a skill set that is centered on contract letting and the management of the OJEU process is going to be inadequate to meet the challenges faced by local authority Corporate Procurement teams. Additional skills that will be required include:
- Demand Management
 - Category Management
 - Strategic Sourcing
 - Supplier Relationship Management (SRM)
 - Contract Management
 - Commercial Management
 - Negotiation
 - Activity based costing / total cost of ownership

- Make – Buy decision-making
9. There are a large number of people within CYC who are outside of the Commercial Hub (formerly Procurement) who have a significant role to play in the procurement process. These include (but are not limited to) people in social care who specify requirements and interact with suppliers to shape markets, people in ICT who manage much of the spend in that area and people in every directorate who make purchases under CYC's Financial Regulations currently with no involvement from the Corporate Procurement team.
 10. Commercialism, experience and benchmarking data are fundamental to elevating CYC's procurement activity to a strategic level to ensure ongoing delivery of cashable savings year on year
 11. Currently, CYC do not have the in house capacity to simultaneously undertake the work set out above. The Procurement team has an establishment of 5 FTE's and are carrying 2 vacancies due to staff turnover. Whilst the alternative delivery model was being devised, no recruitment took place, to avoid potentially recruiting permanent staff with the wrong skills to operate in an outmoded model of delivery. We have been using specialist interim agency staff but this is expensive and offers no guaranteed results. These resources are being run down over the next month.

Delivering Savings

12. **Short Term** Since January 2010 we have concentrated the internal team on delivering savings and have utilised a company called V4 to undertake the analysis of potential savings and delivery mechanisms. This work has concluded that the procurement function requires an expanded mandate to control expenditure and ensure that procurement activity delivers goods and services at the lowest cost and highest quality across the whole organisation. The function needs to be refocused away from simply providing compliance advice and guidance and towards the delivery of savings, establishing a Commercial Hub for the organisation.
13. The new policy for the engagement of specialists and interims was launched on the 14th September by the Commercial Hub. This enables the Hub to manage the demand for external resources to ensure that demand is managed and external resources are only used when absolutely necessary and that the engagements are output based i.e. linked to a pre-defined deliverable for a fixed fee. Overall, the policy has been received positively and allows officers to focus on their core activity whilst the Commercial Hub sources against their requirement at the best possible commercial rate. This will be followed by similar work in the categories of
 - Agency Staff
 - Stationary
 - Travel and Accommodation
 - Legal Services
 - Uniforms
 - Multi Functional Devices (printing/photocopying/scanning/fax)
 - ICT support and maintenance
14. Work has also been undertaken to establish our top 200 suppliers who account for 80% of our spend. Contracts are being collated in one place and assessments are underway to establish whether there are any "quick wins" to be achieved from a

financial perspective whilst ensuring that output/quality is not compromised. Suppliers have been requested to attend meetings to discuss this and initial signs are positive.

15. **Medium Term** The Council's Executive have agreed to establish a core internal procurement team who will undertake the bread and butter, regular procurement activities. This resource will then be supplemented by bringing in specialist category managers who will lead on certain categories of spend i.e. when we need to procure utilities we will bring in a specialist who has extensive experience in this field and possesses up to date knowledge of the current market and suppliers. It would not be cost effective for us to employ such specialists permanently and their knowledge of the market would only be required on an ad-hoc basis.
16. The new team will be funded from existing budgets and supplemented by More for York investment identified in February's budget report. The exact balance between permanent staff and temporary specialists will be defined over the coming months as we do further detailed analysis of our category spend and identify how much work is needed in each category alongside the contracting lifecycle.
17. Collaboration with other authorities to create a shared commercial hub will both reduce the cost of the specialist skills and create greater opportunities for shared procurements. To explore this further, we have recently joined with Calderdale in an OJEU tender exercise to procure expert support but we are not committed to any costs at this stage. This idea will be explored further in the autumn and will possibly lead to a contract from April 2011.

Environmental, economic and social requirements

18. The CYC Procurement strategy sets out our focus on sustainability and economic development issues which means that economic considerations have to be balanced against environmental and social requirements. Achieving the lowest price is no longer the only way of achieving value from our procurement spend. We will be revising our procurement strategy to improve our focus on the so-called "triple baseline" of requirements – environmental, economic and social, with the latter embracing policy issues such as inclusiveness, diversity, equality and regeneration.
19. In the meantime we have secured funding for a couple of workshops to be hosted by the Improvement Development Agency (IDEA) to promote collaboration with the voluntary and community sector. The first workshop is scheduled to take place in York on the 7th October.
20. The "Meet the Buyer" event, which was hosted at the Guildhall on The 7th September, attracted a wide variety of SME's and Voluntary Sector Organisations (VSO's). The feedback from attendees at the event was that it highlighted how they may approach CYC to supply goods and services, but also that we had taken time to explain how the council is bound to undertake procurement both from our own Financial Regulations perspective and the EU Legislation. This will now become an annual event.
21. The Head of Procurement has been the guest speaker at the Leeds and York Chamber of Commerce and explained how CYC undertakes its tenders, an overview of EU Procurement Legislation along with information about how to

understand the tender documentation. A follow up session is to take place with the York Science Park before the end of the year.

22. We have also revised our approach to tender activity in order to enable SME's and the VSO's to bid for some of the Council's larger requirements. A recent example was for the requirement to provide Adult Social Care. This was broken down into 2 elements – Tier 1 & Tier 2. Tier 1 was aimed at larger organisations or consortiums for the "bulk" requirement of the care. Tier 2 was aimed at providing a supplementary solution to the Tier 1's if for some reason they were unable to fulfill a requirement. The Tier 2 work is on a smaller scale and was aimed at SME's and VSO's. The response to this approach has been very positive with 9 tender submissions received last week. Final evaluations are underway and it is anticipated that the contracts will be awarded before the end of October.
23. Another project is for the purchase of Food for the Elderly People's Homes (EPH's). Work has been undertaken to establish a core list of requirements, which can be used across all 9 homes. These are now in the process of being sent out to local providers for quotation and subsequent award. The intention is to reduce the number of deliveries e.g. milk deliveries 3 times per week instead of 6 and to work with local providers. This will not only have a cost benefit but will also support the carbon reduction programme. More information will be available in respect of this when the exercise has been completed towards the end of this year.

Contact Details

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Report Approved **Date** 24 September 2010

Wards Affected

All

For further information please contact the author of the report

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Effective Organisation Overview & Scrutiny Committee

6 October 2010

Report of the Assistant Director – Office of the Chief Executive

Update on More for York

Summary

1. This report provides Members with an update on the progress of the More for York programme, outlines the savings made to date, sets out the agreed investment profile and gives a high level view of progress in each workstream. This report is for information only.

Background

2. In 2008, CYC established an efficiency programme to deliver service improvements and make significant cost savings across the entire Council. The More for York programme was initially designed to deliver £15m savings over 3 years. Since then there has been an increase in the target savings to address budgetary pressures caused largely by the economic downturn and the in year emergency budget and the impacts upon social care services of increasing number of Looked After Children and the increased number of adults requiring social care services in an ageing population. The Programme is now targeted with making gross savings in 2010/11 of £6.952m, with £2.384m already delivered and work ongoing to deliver a further £4.569m.
3. Members have agreed the blueprints for 13 workstreams and 2 further blueprints are being developed (City Strategy and Fleet and Transport). The agreed workstreams are:
 - Customer Services
 - Income Collection
 - Procurement
 - Finance
 - ICT
 - HR
 - Property Services
 - Adult Social Care
 - Children's Social Care
 - CANS
 - Housing
 - Office of the Chief Executive
 - Organisation Review

Governance

4. The programme is currently managed by a team of programme/project managers and business analysts located in the office of the Chief Executive, supported by officers from Finance and HR. CMT meet fortnightly to oversee the programme and each Directorate has a MFY Board to manage the detailed operation of the

programme workstreams. Union consultation is formally undertaken through the Corporate and Directorate Joint Consultative Committees but Unions also attend a monthly board meeting and are briefed on activity within the programme on a regular basis.

5. The programme is largely resourced by CYC staff, with a central Programme team working with staff in directorates to deliver the work. Where CYC do not have the specialist in house skills or capacity we recruit short-term specialist resources for focussed engagements. This investment is funded from savings generated by the programme.

Workstream Reports

6. **Communities and Neighbourhoods** – Introduce mobile working, redesign business processes for street based services to send jobs directly from customer services to the team undertaking the work, rationalise collection rounds to reduce the number of crews and lorries and improve fleet usage, introduce new arrangements for recycling and pilot area based working.
7. **Housing** – Mobile working and redesigned business processes implemented to improve productivity of repairs service, cut down on time properties are void, increase rent yield and reduce cost.
8. **Adult Social Care** - re-tender homecare, redesign in house service provision, review resourcing and staffing levels, explore integrated commissioning with a view to improving reablement services and reshaping provision to reflect changing customer needs.
9. **Children's Services** – restructure social care teams to deliver more joined up service across geographical and age boundaries, reduce cost of out of area placements, increase income from residential provision.
10. **Customer Services** – Increase productivity of York Customer Centre, extend range of e-enabled services and increase take up of web and SMS channels. Consolidate face to face contact, improve feedback and complaints process
11. **Income Collection** – reduce cost of handling cash and payments through extending range of payment options, increasing phone and internet payments, reduce cost of bailiff service, increase income collection rates
12. **Procurement** – Introduce Commercial Hub model to reduce spend on goods and services through better management of demand, consolidation of requirements, better supplier and contract management and improved procure to pay controls and processes. Explore partnering opportunities.
13. **HR** – restructure HR function and implement a new HR system that will enable transactional efficiencies, introduce self service processes and reduced the input required by HR/payroll staff. Revise our resourcing strategy to reduce spend on temporary/agency or interim staff,

14. **Finance** – Centralise finance staff and streamline business processes to reduce manual steps and increase consistency and transparency of financial management and monitoring
15. **ICT** – Centralise ICT staff, reduce duplicated activity, rationalise printers and desktops, reduce license, maintenance and support spend.
16. **Property Services** – review commercial portfolio, explore potential for sharing assets with partners, consolidate arrangements for Facilities Management prior to move to a new HQ in 2012.

Finances

17. below is a summary of the savings by workstream indicating which savings have already been made and which are still to be delivered. This is a dynamic picture as the benefits realisation process involves monthly workstream reviews where each savings line is assessed and signed off. We are in the middle of a busy period with many savings expected to be signed off in the next 2 months.

Savings	Achieved	To be delivered	Total
	£000	£000	£000
Customer Services	149	232	381
CANS	430	744	1,174
Income Collection	861	230	1,091
Procurement	659	0	659
ICT	11	524	535
HR	0	373	373
Property	0	165	165
Adult Social Care	0	737	737
Finance	0	85	85
Office of the Chief Execs	0	50	50
City Strategy	0	91	91
Organisation Review	186	414	600
ACE	74	626	700
Housing	0	73	73
Stretch Target	0	238	238
Total	2,370	4,582	6,952

18. The stretch target relates to additional savings identified as part of the budget process which at that time had no associated blueprint. Additional work is ongoing to create further blueprints (additional elements of City Strategy and Fleet management) and review whether existing workstreams can deliver further savings to meet this stretch target.
19. Below is a summary of the investments agreed by Executive in February.

Investment	£000	Notes
Customer Services	243	
Organisational Review	45	
Income Collection	39	

ICT	57	
HR	40	
ACE	16	
CANS	192	£147k recurring
Housing	154	
Property	90	
Project Management Office	105	
Procurement	270	£160k recurring
Total	1,251	

Going Forward

20. The Council's medium term financial strategy for 2010/11 has set target savings for the Programme of £50m over 4 years, commencing with a predicted savings target of £12m for 2011/12. This projection will need to be refreshed after October 20th when the Government will announce its Comprehensive Spending Review (CSR) setting out the level of Government funding that will be provided. Predictions are being widely made of cuts of 25% + which will obviously have significant impact on the Council.
21. To respond to the increased quantum of savings that will be required next year, the Programme and Directorates are exploring options for the coming years in a series of service reviews. These reviews will present options for meeting the savings target for 2011/12. Progress on these will be reported to full Council by the 16th November 2010.

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Report Approved **Date** 24 September 2010

Wards Affected

All



For further information please contact the author of the report

Effective Organisation Overview & Scrutiny Committee Work Plan 2010-11

Meeting Date	Work Programme
6 July 2010 @ 5pm	<ol style="list-style-type: none"> 1. 2009/10 Year End Outturn Report 2. Workplan
14 July 2010 @ 4pm	<ol style="list-style-type: none"> 1. Budget Strategy Report 2. Workplan
14 September 2010 @ 5pm	<ol style="list-style-type: none"> 1. Presentation on Customer Services (Pauline Stuchfield) 2. First Quarter Monitoring Report 3. Briefing on Legal Services - measures to address external legal costs (Andrew Docherty) 4. Presentation on ICT (Roy Grant) 5. Workplan
6 October 2010 @ 5pm	<ol style="list-style-type: none"> 1. Briefing on Procurement (Tracey Carter) 2. Update on 'More for York' (Tracey Carter/Stewart Halliday) 3. Workplan
23 November 2010 @5pm	<ol style="list-style-type: none"> 1. Second Quarter Monitoring Report 2. 2011/12 Budget Update I (Andrew Crookham) 3. Report on changes to and success of revised sickness scheme in Adult Social Services (Angela Wilkinson) 4. Workplan
11 January 2011 @5pm	<ol style="list-style-type: none"> 1. Feedback on Apprenticeships Scrutiny Review & Monitoring of Implementation of new Workforce Plan (Angela Wilkinson) 2. Briefing on Equalities (Evie Chandler) 3. 2011/12 Budget Update II (Andrew Crookham) 4. Workplan

22 February 2011

- 1. Third Quarter Monitoring Report**
- 2. Workplan**