



Notice of meeting of

Effective Organisation Overview & Scrutiny Committee

To: Councillors Steward (Chair), Douglas, Firth, Funnell, Hodgson, McIlveen (Vice-Chair), Scott and Warters

Date: Tuesday, 22 November 2011

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 3 - 6)

To approve and sign the minutes of the meeting held on **13 September 2011**.

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 **Monday 21st November 2011**.

4. Scoping Report - Sickness Absence (Pages 7 - 10)
Management Scrutiny Review.

This report provides information on the work of the Absence Management Task Group to date, and based on their findings asks the Committee to agree a formal remit for the Sickness Absence Management Scrutiny Review.

5. Update on Implementation of (Pages 11 - 22) Recommendations from the Scrutiny Review of Customer Complaints Procedure.

This report provides Members with an update on the implementation of the recommendations arising from the previously completed scrutiny reviews which fall within the remit of this overview & scrutiny committee.

6. Second Quarter Monitoring Report. (Pages 23 - 38)

This report provides a summary of the finance and performance progress for the second monitor period of 2011-12. This is the first monitor produced after the new Council Plan has been introduced and performance has therefore been structured under the 5 priority themes. Supporting analysis and data are available in the 5 priority scorecards listed as background papers.

7. Work Plan. (Pages 39 - 40)

Members are asked to consider the work plan for the forthcoming year in particular any additions and/or amendments they may wish to make to the plan.

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

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The majority of councillors are not appointed to the Executive (40 out of 47). Any 3 non-Executive councillors can 'call-in' an item of business from a published Executive (or Executive Member Decision Session) agenda. The Executive will still discuss the 'called in' business on the published date and will set out its views for consideration by a specially convened Scrutiny Management Committee (SMC). That SMC meeting will then make its recommendations to the next scheduled Executive meeting in the following week, where a final decision on the 'called-in' business will be made.

Scrutiny Committees

The purpose of all scrutiny and ad-hoc scrutiny committees appointed by the Council is to:

- Monitor the performance and effectiveness of services;
- Review existing policies and assist in the development of new ones, as necessary; and
- Monitor best value continuous service improvement plans

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City of York Council

Committee Minutes

MEETING	EFFECTIVE ORGANISATION OVERVIEW & SCRUTINY COMMITTEE
DATE	13 SEPTEMBER 2011
PRESENT	COUNCILLORS STEWARD (CHAIR), DOUGLAS, FIRTH, FUNNELL, HODGSON, MCILVEEN (VICE-CHAIR), SCOTT AND WARTERS

15. DECLARATIONS OF INTEREST

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

Councillor Scott declared a personal interest as his wife is an employee of City of York Council.

Councillor Hodgson declared a personal interest as a member of Unison, the Public and Commercial Services Union and as an ex employee of the NHS Trust.

16. MINUTES

RESOLVED: That the minutes of the meeting held on 20 July 2011 be approved and signed as a correct record.

17. PUBLIC PARTICIPATION

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

18. 2011 - 2012 FINANCE MONITOR 1

Members received a report that provided details of the headline financial performance issues for 2011-12, covering the period 1 April 2011 to 30 June 2011. The report detailed performance against budgets, progress of the council's savings programme and a position statement on the council's revenue reserves.

Members queried the following:

- The £187k one off pressure outlined in paragraph 23 of the report. Officers advised they would obtain further details and email Members with an explanation.
- The use of reserves, in particular the action that would need to be taken if reserves fell below the minimum level.

RESOLVED: That the information in the report be noted.

REASON: To ensure that Members are informed of performance issues that fall within the committee's remit.

19. STAFF SICKNESS BRIEFING REPORT

Members received a report that set the context for the committee's review of staff sickness.

The Committee decided that a Task Group consisting of Councillors Steward, Firth, McIlveen and Hodgson would be formed to gather information and to establish which strands of the sickness absence topic should be focused upon. The task group would then report back to the meeting scheduled for 22nd November with their findings.

Potential areas of focus were briefly discussed and the following identified as areas of interest to the Committee:

- Current procedures at the Council and policies relating to sickness absence and how they can be improved.
- Responsibility for reporting sickness.
- Comparative figures from other Local Authorities in particular figures and information from the best performing Authorities.
- Sickness absence figures split by pay grades.

In response to a query by the Chair, the Assistant Director for Customers and Employees advised that she would circulate copies of the Management Information reports relating to Sickness to the whole Committee.

Officers confirmed that the Task Group would be co-ordinated by Democratic Services.

- RESOLVED: (i) That a Task Group comprising of The Chair, Councillor Firth, Councillor Hodgson and Councillor Mcilveen be set up.
- (ii) That the reports produced by HR for the Management Teams relating to sickness be distributed to the Committee.
- (iii) That Members email any specific queries in relation to sickness absence to the Scrutiny Officer or the Task Group Members for consideration.

REASON: To progress the Scrutiny Topic on Sickness Absence.

20. WORK PLAN REPORT

Members received a report that presented the committee's work plan for the forthcoming year. Members were asked to consider any additions and/or amendments they wished to make to the work plan.

It was agreed that the Sickness Absence Task Group would meet at least twice before the next meeting on the 22 November, and then bring an update to that meeting.

RESOLVED: That the committee's work plan be updated to reflect Members' decisions (as detailed above).

REASON: In order to provide the committee with a work programme for this municipal year.

Councillor Steward, Chair
[The meeting started at 5.00 pm and finished at 6.20 pm].

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Effective Organisation Overview & Scrutiny 22 November 2011 Committee

Sickness Absence Management Scrutiny Review – Scoping Report

Summary

1. This report provides information on the work of the Absence Management Task Group to date, and based on their findings asks the Committee to agree a formal remit for the Sickness Absence Management Scrutiny Review.

Background to Review

2. At a recent Scrutiny Event for Members in July 2011, members of this Committee agreed they wished to carry out a scrutiny review on staff sickness, specifically to identify ways of reducing sickness absence across the organisation.
3. At the committee's last formal meeting in September 2011, Members received a briefing on City of York Council's (CYC) current sickness absence procedures and policies together with recent statistics and information on actions previously taken. The Committee agreed to set up a Task Group to gather information on the potential areas of focus for the review for the full committee's consideration at this meeting.
4. The Task Group met twice and received detailed information on the following:
 - National survey of annual absence & labour turnover
 - Recent scrutiny reviews carried out by other Local Authorities
 - Comparative figures from other Local Authorities
 - Comparisons with other organisation types
 - CYC Attendance at Work Policy
 - HR Management Information Digests
 - Headlines from CYC Quarter 1 2011

- Statistics on long and short term sickness & ill health retirements
- iTrent – new CYC HR management system
- Occupational Health – NHS Contract & Costs
- CYC sickness absence management training for managers
- Induction programme for new staff
- CYCs current procedures for recording and monitoring sickness absence

Task Group Findings

5. Having considered all of the information provided, the Task Group recognised there are issues around the provision of absence management training for Managers which is currently optional, and the varying quality of induction for new council staff which does not always include reference to the council's Attendance at Work Policy.
6. The Task Group recognised a number of the issues around the recording of sickness absence and the monitoring of that absence, but noted that those will be addressed through the introduction of the absence management function of iTrent which is included in Phase 2 of its introduction, expected to take place in early 2012. The Task Group therefore agreed that the review should not focus on the problems with the current system (Delphi).
7. Having considered the absence management policies from other Local Authorities, the Task Group recognised the need for more assertive, clear and formal language within CYCs policy. HR officers confirmed that the policy will need to be revised in light of the introduction of iTrent, as its introduction will require changes to the council's current working practices. This will provide the opportunity for the introduction of the change in style suggested by the Task Group. The Task Group agreed the review should include overseeing the revising of the policy and facilitating consultation on draft revisions to the policy with officers across directorates.
8. The Task Group also agreed it would be beneficial to explore how the council might introduce a change in culture within its workforce, moving away from managing absence towards encouraging attendance. They agreed it would be useful to meet with representatives from other large organisations within the city e.g. the Hospital Trust, CPP & Aviva, to discuss with them their approach to encouraging attendance at work etc.

Suggested Objectives for the Review

9. As a result of their findings to date, the Task Group have suggested the review be focussed on:
- Revising the Council's Absence Management Policy & procedures to ensure they take account of iTrent, are in line with best practice, and written in a more formal assertive language;
 - identifying improvements in:
 - i) the provision of Management training
 - ii) the induction programme for all new staff
 - Exploring ways of introducing a change in culture within the workforce moving away from a policy of 'managing absence', towards one of 'encouraging attendance'.

Options

10. Members may choose to:
- Identify any additional information required in support of this review, outside of that which has already been considered by the Task Group.
 - Identify additional and/or alternative objectives for the review.

Implications

11. Members will need to consider the implications associated with any recommendations arising from the review and the views of the relevant implications officers will need be sought as part of that process.
12. At this stage, there are no known implications to carrying out the review in line with the suggested objectives identified by the Task Group. However there are implications to the Council of not having a robust Attendance at Work Policy, which is why the timing of this review in line with the coming introduction of iTrent would be beneficial to the Council.

Council Plan

13. The Council Plan recognises that staff are the most important resource of the Council and without them it could not deliver its services and priorities. Ensuring staff receive the proper levels of support in times of illness etc is one way in which staff can be made to feel valued and engaged.

Risk Management

8. There are no known risks associated with the recommendations below.

Recommendations

10. Having considered the information contained within this report and provided at the meeting, Members are recommended to agree:
- i) Who will carry out the review? i.e. the Task Group or the full Committee
 - ii) A robust remit for the review based on the Task Group's suggested objectives shown in paragraph 9 above
 - iii) A timeframe for completing the review in line with Phase 2 of the introduction of iTrent, and a number of additional meeting dates as appropriate.

Contact Details

Author:

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Scrutiny Services

Tel No.01904 552063

Chief Officer Responsible for the report:

Andrew Docherty

AD ITT & Governance

Report Approved



Date 14 November 2011

Wards Affected:

All





Effective Organisation Overview & Scrutiny Committee**22 November 2011**

Report of the Assistant Director, Governance & ICT

Update on Implementation of Recommendations from Previously Completed Scrutiny Review of Customer Complaints Procedure**Summary**

1. This report provides Members with an update on the implementation of the recommendations arising from the previously completed scrutiny reviews which fall within the remit of this overview & scrutiny committee.

Background

2. CYC Apprenticeships & Other Work Based Learning Opportunities Review

In February 2010, the Committee considered a topic registration form submitted by Cllr Gunnell which proposed carrying out a review of the existing arrangements for traineeships at the Council. As a result, the Committee requested an officer report which focussed solely on the role of the Council as an employer, rather than its role as a provider of services to all young people across the city who are looking to receive work based training.

3. That report was presented at a meeting in March 2010, and the Committee agreed to carry out a review based on the following remit:

Aim

To identify improvements to the Council's provision of apprenticeships and other work based training

Objectives

- Exploring the current arrangements
- Identifying any external funding opportunities, particularly the targeting of specific vulnerable groups e.g. those with learning disabilities and NEETs
- Identifying a reporting structure to measure the effectiveness and outturn of apprenticeships and other work based training

4. As a result of their work on the review, the Committee agreed to endorse the adoption of the Draft Workforce Plan considered by the Executive on 6 July 2010, and to make the following additional recommendations:
 - i. That Directorates be encouraged corporately to increase the number of apprenticeships they offer
 - ii. That the proposed framework as detailed in Annex A of the final report, be adopted
 - iii. That recruitment and training be identified in order to improve and maintain a more balanced workforce age profile across each Directorate.
5. The recommendations were approved by the Executive on 20 July 2010, and the first update on their implementation is given at Annex A.
6. In order to be confident that the framework for gathering the relevant information had been embedded into the organisation, the committee also agreed they would like to receive regular monitoring reports on:
 - The new framework for gathering information on CYC employees, put in place as a result of the recommendations arising from their review and the new corporate Workforce Plan
 - the uptake, outturn and success of CYC apprenticeships and work-based training - Members have requested bi-annual reports until such time as the remit of the committee is revised
7. The Committee is due to receive a monitoring report at the next committee meeting in January 2012.
8. Customer Complaints Review

In September 2010, members received a presentation on Customer Services from Assistant Director Customers & People which provided an overview of the current services, performance and developments. The committee recognised that whilst there was a corporate policy in existence, each individual CYC Directorate had its own methods for recording and responding to complaints. Also, that an unknown proportion of complaints were being dealt with as enquiries and therefore were falling outside of any formal process.
9. The Committee agreed to form a Task Group to carry out a scrutiny review of customer feedback/complaints and resulting actions, based on the following aim and objectives:.

Aim

To inform the design and priorities within the new complaints function in order to ensure its future effectiveness, identifying any revisions required to the Feedback Policy.

Objectives

- Reduce the number of common or repeat complaints.
- Reduce the number of complaints to the Ombudsman.
- Contribute to possible further efficiency savings

10. The final report was presented to the Executive on 29 March 2011 and they approved the following recommendations:

- i. To assist the public, policy to include a definition of a service request and a stage 1 complaint
- ii. Service requests to be recorded, tracked and monitored by Directorates to allow for early identification of required service improvements, without being fed into the customer complaints data analysis and reports (see paragraph 11)
- iii. Wording of policy to be revised as follows:
 - At Stage 1 to read 'At this stage the line manager of the service will deal with a complaint and the complainant should be advised of the outcome within 10 working days or advised of any delay and when they can expect a full response, and what they can do if they remain dissatisfied at the end of Stage 1'.
 - At stage 2 to reflect that a complainant does not have to set out their complaint again at Stage 2
- iv. Removal of wording at Stage 3 – '*or a member of staff independent of the service acting on the Director's behalf*'
- v. CYC to investigate and provide relevant training for the different stages of complaint handling/investigation for key officer within the corporate complaints team and Councillors

11. The first update on the implementation of those recommendations, as approved by the Executive on 29 March 2011, is provided at Annex B.

Consultation

12. The Assistant Director of Customer & Business Support Services has provided the update information contained within both annexes, and will be present at this meeting to answer any questions arising.

Options

13. Members may decide to sign off any individual recommendations where implementation has been completed, and can:
 - a. request further updates and the attendance of the relevant officers at a future meeting to clarify any outstanding recommendations relating to the above reviews or;
 - b. agree to receive no further updates on those reviews

Corporate Strategy

14. The process of monitoring and ensuring the implementation of the approved recommendations arising from both these reviews, will contribute to making this Council an 'Effective Organisation' with high standards in all it does, living up to its values and being a great place to work.

Implications

15. There are no known Financial, Human Resources, Equalities, Legal, ITT or other implications associated with the recommendation made in this report.

Risk Management

16. In compliance with the Council's risk management strategy, there are no known risks associated with this report.

Recommendations

17. Members are asked to note the contents of this report and sign off all recommendations that have been fully implemented.

Reason: To raise awareness of those recommendations which are still to be fully implemented.

Contact Details

Author: Melanie Carr Scrutiny Officer Scrutiny Services 01904 552063	Chief Officer Responsible for the report: Andrew Docherty Assistant Director, Governance & ICT 01904 55
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Report Approved **Date** 15 November 2011

Wards Affected: **All**

For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Update on CYC Apprenticeships & Other Work Based Learning Opportunities Review

Annex B – Update on Customer Services Review

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Update on Implementation of Approved Recommendations Arising From CYC Apprenticeships & Other Work Based Learning Opportunities Review

Approved Scrutiny Recommendation	Update on Implementation as of November 2011
<p>i. That Directorates be encouraged corporately to increase the number of apprenticeships they offer</p>	<p>Following the allocation of £115,000 in the council budget for the provision of apprentices, CMT met on 30th March 2011 to consider a report on options for spending this budget. One of the actions arising from this was that HR Business Partners would work with DMT's to identify where apprentices would be placed within their services.</p> <p>Discussions with DMT's took place in June 2011 and as a result 36 apprenticeship posts were identified and created across directorates.</p> <p>Resource was identified from within the Strategic Workforce Development Team to provide support to directorates and lead and coordinate the corporate ("automatic") apprentice scheme.</p>
<p>ii. That the proposed framework as detailed in Annex A of the final report, be adopted</p>	<p>The workforce development plan has been reviewed and a new strategy and action plan has been produced for 2011-2015. This maintains the focus on apprenticeships and increasing the number of young people in employment.</p> <p>During the recruitment campaign HR have been working in partnership with the pathway team and connexions, targeting recruitment for under 25's and BME groups and encouraging applications from care leavers. In addition to our own recruitment campaign on CYC's website and the press, letters have been sent out to all young people registered NEET, mobile texts sent to wider "targeted groups" aged between 16-18 and information has been sent to partners who may access hard to reach groups. Details have also been included in the 14-19 bulletin and schools have been encouraged to</p>

contact learners and parents. HR also did a leaflet drop on George Hudson Street highlighting the scheme, targeting the Chinese community

The corporate apprenticeship steering group was formed consisting of both internal & external representatives including the National Apprenticeship Service, York Training Centre, Connexions and 14-19 team. This group meets on a fortnightly basis to monitor progress of the scheme and discuss initiatives.

HR took a pro-active role to ensure that all recruiting managers were clear on the priorities and their role within the scheme, particularly in regard to the benefits of apprenticeships in terms of delivering skills designed around business need. This involved meeting with individual managers to discuss the apprenticeship scheme in terms of contracts of employment, pay, terms & conditions and overall management of apprentices.

Work is also underway to develop a mentoring programme to assist managers with the skills needed to manage apprentices both now and for the future.

HR co-ordinated and provided a recruitment framework in partnership with the National Apprenticeship Service to launch the corporate recruitment campaign on 28th July 2011. This also formed part of the York Apprenticeship Challenge campaign which aimed to create a 100 apprenticeships in 100 days, a target which has been exceeded by 99.

HR facilitated the apprenticeship recruitment process consisting of various selection methods including interviews, assessment days, practical exercises and discussions with the relevant training providers such as York College. Advisers from Connexions have also been present on the recruitment days to talk to candidates about the options available to them.

	<p>Work is also underway to develop a corporate induction approach, which will include key skills networking days for all apprentices.</p>
<p>iii. That recruitment and training be identified in order to improve and maintain a more balanced workforce age profile across each Directorate.</p>	<p>To date, 22 apprentices (under the age of 25) have been appointed within CYC. For the remaining vacancies (13 business admin & 1 procurement post) assessment days are scheduled for 9th and 24th November 2011 to appoint to the remaining positions.</p> <p>Reporting on the apprenticeship scheme will ultimately be monitored through the workforce strategy. Management Information is currently being held for the apprentices appointed through the corporate scheme to assist and improve reporting, particularly in terms of retention and progression.</p>
<p><u>Scrutiny Comments on Update Received November 2011</u></p>	

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**Update on Implementation of Approved Recommendations Arising From
Customer Complaints Scrutiny Review**

Approved Recommendation	Update on Implementation as of November 2011
<p>i. To assist the public, policy to include a definition of a service request and a stage 1 complaint</p>	<p>Policy provides definition for a complaint. A complaint is: <i>Any expression of dissatisfaction, however made, from a member of the public about the level or nature of a council service or policy, or the way in which the council's staff carry out their duties</i></p> <p>A complaint is not: <i>A request for a service that is made for the first time. For example, if a customer complains that a streetlight is not working we will treat it as a service request that we aim to fulfil by repairing it within the service level agreement. If we then fail to repair it, and the customer is still unhappy, it should then be defined and treated as a complaint</i></p>
<p>ii. Service requests to be recorded, tracked and monitored by Directorates to allow for early identification of required service improvements, without being fed into the customer complaints data analysis and reports (see paragraph 11 of final report)</p>	<p>Policy provides a robust and consistent approach to recording / logging a customer's dissatisfaction prior to raising a formal complaint. This means that service improvements/lessons learned can still be undertaken</p> <p>Dissatisfaction Prior To a complaint</p> <p>There will be occasions when a customer is dissatisfied with a service provision and will contact the council to make them aware of this. When this is the first time the council has been made aware of the problem, 'Front-line' staff who provide the service can generally deal with this quickly and satisfactorily. The member of staff should ensure that all steps are taken to resolve the persons concerns and record this on the appropriate file..</p> <p>If the complainant is not happy with the outcome at that point, it needs to be escalated into the complaints procedure</p>

<p>iii. Wording of policy to be revised as follows:</p> <ul style="list-style-type: none"> • At Stage 1 to read 'At this stage the line manager of the service will deal with a complaint and the complainant should be advised of the outcome within 10 working days or advised of any delay and when they can expect a full response, and what they can do if they remain dissatisfied at the end of Stage 1'. • At stage 2 to reflect that a complainant does not have to set out their complaint again at Stage 2 	<p>Policy wording revised to show that Line Manager at Stage 1.</p> <p>Updated policy on stage 2 - Now states:</p> <p>If the complaint is being progressed from stage 1 the complainant will not have to set out their complaint again, but will only need to state what they remain unhappy with following their stage one response.</p>
<p>iv. Removal of wording at Stage 3 – <i>'or a member of staff independent of the service acting on the Director's behalf'</i></p>	<p>This has been removed. Policy now reflects that the Centralised Feedback Team (CFT) has delegated authority.</p>
<p>v. CYC to investigate and provide relevant training for the different stages of complaint handling and investigation for key officers within the corporate complaints team and Councillors.</p>	<p>Customer Services Development Team trainers along with Manager of CFT are investigating training available as well as refreshing existing training guidance. Customer Services Operations Manager has updated and reissued logging and handling procedures and guidance to York Customer Centre staff.</p>
<p><u>Scrutiny Comments on Update Received November 2011</u></p>	



Effective Organisation Overview & Scrutiny Committee

22 November 2011

2011-12 Finance and Performance 2nd Quarter Monitoring Report

Purpose of report

1. This report provides a summary of the finance and performance progress for the second monitor period of 2011-12. This is the first monitor produced after the new Council Plan has been introduced and performance has therefore been structured under the 5 priority themes. Supporting analysis and data are available in the 5 priority scorecards listed as background papers.

Headlines for Monitor 2

2. Significant progress has been made in delivering the Council Plan priorities. These include:
 - York's economy continues to perform well in the current economic climate with lower than average increased to when compared to regional and national rates for unemployment and shop vacancies.
 - a continued reduction in crime rates.
 - an increase in core educational attainment results across the city's schools
 - a 22% reduction in CO2 emissions.
3. Good progress is being made in most areas in delivering the £21m of savings that were identified as being required to reach a balanced budget position for 2011/12. A large number of business change projects are now complete resulting in financial benefits delivered that equate to over £4,400k of budget savings for 2011/12.
4. The council is identifying financial pressures totalling £3,504k across all directorate budgets, compared to a total £4,288k from the Monitor 1 report. Extensive work continues within Directorate Management Teams to ensure these pressures are mitigated by the end of the financial year so that expenditure can be contained within budget.

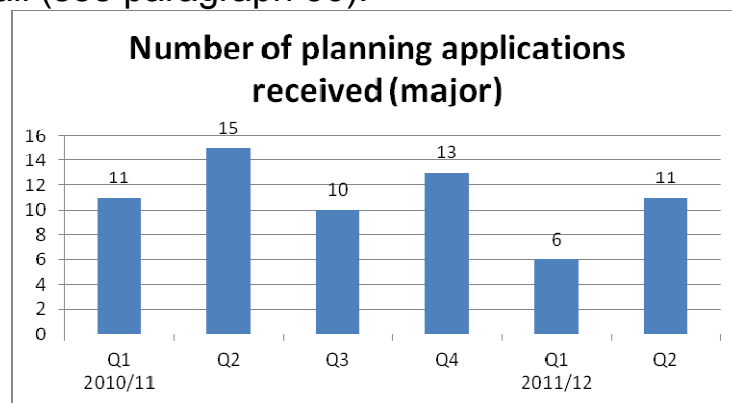
5. Performance areas to be addressed include - dealing with challenge of a continued increase in adult and child social care customers within the current financial pressures, tackling the shortfall in planning income, increasing overall bus passenger numbers, improving housing relet times and encouraging more visits to our libraries and sports centres.

Progress on the Council Plan priorities

Priority: Create jobs and grow the economy

6. *Unemployment:* York seems to be dealing with the impact of the economic crisis better than many parts of the country. the number of people claiming Job Seekers Allowance in York only increased slightly to 3454, 2.5% of the working age population whereas in Yorkshire and Humber, the number of claimants rose from 4.5% to 4.6%.
7. *Local skills:* York has a highly skilled workforce and is becoming less deprived in comparison to other Local Authorities, which could be a factor in our comparatively high employment rate. York is currently ranked 5th best for residents with Level 4 or above qualifications, in the *Centre for Cities* leagues table of 64 authorities.
8. *Vacant shops:* In a recent survey, shop vacancies in York are down 1.2% over the last 6 months. Shop vacancies in Yorkshire and Humber region 'large town centres' are significantly higher, with average vacancy rates of 17%. Rates in Dewsbury have risen by 10.51% over the same period to 27.4%, this is followed by Bradford (24.6%), Doncaster (23.7%) and Hull at 21%.
9. *Educational attainment:* York continues to improve in the attainment areas of key stage 4 (GCSEs) and key stage 2:
 - 62.1% of pupils achieved 5+ A*-C grades, including English & Maths (+3% from 09/10).
 - 27.8% of pupils achieved Level 5+ in both English and Maths (+3.6% from 09/10).
10. *The attainment gap* between children on free school meals (FSM) and those who are not, at KS4 has reduced. This is due to significant improvements in the results across a number of schools, especially *York High* where more than half of FSM children achieved 5+A*-C grades (incl E&M). The KS2 attainment gap has however increased this year after a significant improvement last year and is a major priority for school improvement work in the coming year.

11. *NEETs*: The number of 16-18 year olds not in education, employment or training has increased to 6.4%. The increase is partly due to a change in the way the data is now calculated to only cover NEETs who are York residents. Previously, it included anyone coming to university and college institutions, but York’s NEET rate is still one of the best in the North of England.
12. *Economic development*: A new Economic Development Plan has been completed and will be released at the City Business Conference in November. This will help support the local economy and position York on the global stage.
13. *Planning services*: Processing times in August and September were much better than monitor 1 as a result of recently introduced structural changes and process improvements. The number of major planning applications processed within the required timescales has increased to 77%, exceeding last year’s performance. The number of major planning applications is increasing; however this is unlikely to affect the projected income shortfall (see paragraph 56).



Priority: Get York moving

14. *Green transport*: Local Sustainable Transport funding (LSTF) has been secured to help develop York’s Cycling and Pedestrian network. The first stage will include cycling & walking participation programmes.
15. *Transport*: Park & Ride usage has increased by 28%. The increase is partly down to First York now including the usage of smartcards in calculating numbers. Overall bus passenger journeys have decreased by 5% compared to the same period last year.

Park & Ride data for April - August

April 2010	May 2010	June 2010	July 2010	August 2010	Total
225,535	224,155	218,976	242,033	254,358	1,165,057
April 2011	May 2011	June 2011	July 2011	August 2011	Total
313,762	313,228	310,095	324,869	362,650	1,624,604

16. *Congestion*: A vision for a car free city centre and the extension of areas and hours for foot streets has been presented to Local Development Framework working group. Once this has been approved, further feasibility work will be undertaken.

Priority: Protect the environment

17. *Reducing CO2*: Latest data for 2009/10, shows that there has been 22% reduction in CO2 emissions per capita across York over the past 3 years (see table below). Our carbon footprint is also reducing at a faster rate compared to the region.

		2006/07	2007/08	2008/09	2009/10	Change since 06/07
CO2 emissions per capita in York (tonnes)	Industry	2.9	2.4	2.3	2.0	-0.9 tonnes
	Domestic	2.4	2.3	2.3	2.0	-0.4 tonnes
	Transport	1.6	1.6	1.5	1.4	-0.2 tonnes

18. Consultation has also taken place to refresh the council's carbon management programme and the findings have been presented to the Sustainable Development Board. This programme will drive the achievement of carbon reduction targets for the council and city.
19. *Waste management*: Recycling levels continue to increase, with CANS forecasting a 2% increase by the end of the year (47.03% compared to 45.1% in 2010/11). Much of this is being achieved by increasing the number of households who receive 2 kerbside recyclates (currently 99.4% of York households).
20. *Landfill*: Despite the reduction in waste going to landfill, the council continues to pay higher levels of landfill tax each year because of high annual tax increases per tonne (see table below). The Landfill Tax rate has more than trebled since 2004/05 and an alternative to landfill is needed to meet statutory targets and to reduce financial burden of paying Landfill Tax.

Tonnes of Landfilled waste - Household	50,850	52,000	49,180	47,890	-1290
Tonnes of Landfilled waste - Commercial	9,480	8,300	6,410	5,270	-1140
Tonnes of Landfilled waste - Combined	60,330	60,300	55,590	53,160	-2430
Cost of landfill tax - Household	£ 1,627,200	£ 2,080,000	£ 2,360,640	£2,681,840	+£321,200
Cost of landfill tax - Commercial	£ 303,360	£ 332,000	£ 307,680	£295,120	-£12,560
Cost of landfill tax - Combined	£ 1,930,560	£ 2,412,000	£ 2,668,320	£2,976,960	+£308,640

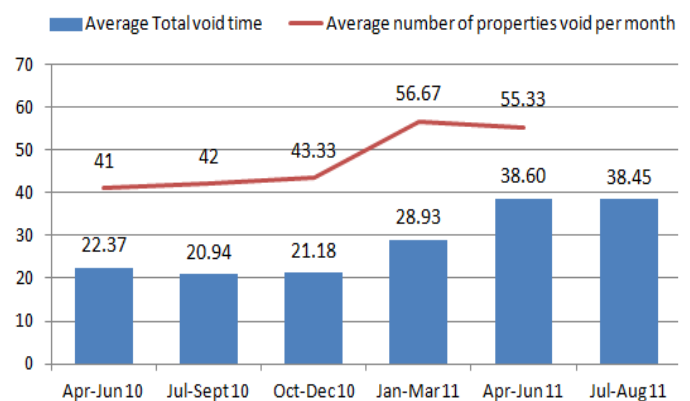
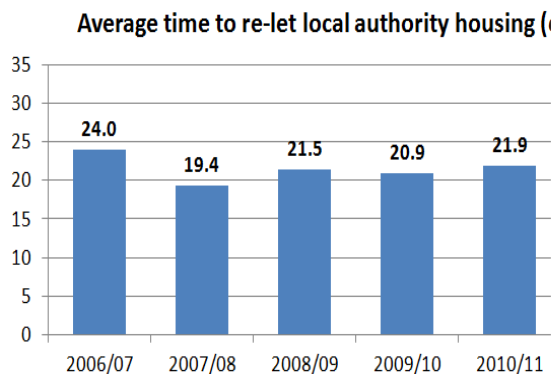
21. Despite the improvement to waste management, York is slipping behind other unitary authorities, who have introduced alternative waste management methods and strategies however there will be a stepped improvement in performance once the Waste PFI is in place.
22. *Sustainable development:* Last year 86.89% of all new build housing completions were built on Brownfield land, representing a fall of around 9% on excellent performance levels achieved since 2006/07. This was partly due to an amendment to planning policy in June 2010 regarding the definition of 'garden infill' development which is now regarded as Greenfield. As a result, future levels of brownfield development are likely to fall below that achieved in previous years and latest data for 2011/12 show that this has reduced further to just under 82%.

Priority: Build strong communities

23. *Homelessness:* The number of York households living in Temporary Accommodation has reduced to 89, after the slight increase experienced last year. The first half of the year has been a very busy period for the Homelessness service and although the overall numbers have decreased, the number of families who have dependent children has risen slightly.
24. *Street environment:* The % of street lights *not working as planned* is now at 0.64%, which is the best performance York has achieved and places us as one of the best performing council's in the region.
25. *Community safety:* Performance across most areas of community safety in York shows very good improvement, with the total recorded crime incidents forecast to decrease by around 9.5% on last year. If achieved, this would represent a 53% decrease in crime in the city since 2004. The only area which is showing an increase in incidents is recorded anti-

social behaviour (ASB), which is forecast to increase by 8% based on Q2 data. York historically has higher levels of ASB during the summer months and lower levels over the winter months therefore by the end of the year, levels could be comparable with last year. The main increase in incidents were recorded in the Guildhall, Clifton, Micklegate and Westfield wards with over half of all ASB incidents recorded in these 4 wards.

26. *Cultural and sports:* Visits to libraries decreased slightly in Q2, with 278,650 visits compared to 281,538 in Q2 2010/11. The closure of community libraries for a week each during Q2 to install self issue machines and public wi-fi impacted on the drop. Visits to swimming and sport centres have also decreased by 12% (186,618 for Q2, compared to 212,947 for the same period last year). This is in line with the national trend in swimming participation. The drop in visitor numbers is also partly due to the national abolition of the free swimming scheme for under 16's and over 60's from August 2010.
27. *Housing relets:* The average time taken to re-let local authority owned houses increased between December 2010 and July 2011. This was partly caused by a 25% increase in the number of voids in this period compared to the 2010 average. This also coincided with a reduction in resources (repairs operatives), which affected void works and re-let times. An action plan has been in place since quarter 1 to address the projected shortfall in income (see para 66).



28. An *Empty Homes* policy has also been approved to deliver a new approach to bringing back empty properties and maximise the opportunities from new initiatives.
29. *Volunteering:* Cabinet approved an additional £100k funding to support the voluntary sector in the City, specifically focused around building the capacity and capability of local voluntary bodies to diversify income streams and deliver joined up services at a neighbourhood and City-wide level, and extending the opening hours and provision of the City Volunteering Centre.

30. *Neighbourhood engagement*: A new model for neighbourhood working is being developed, which includes the production of Ward Profiles and the creation of Community Contracts. Increased community engagement with young people has also helped us develop an effective approach where young people can contribute to the provision of services in their community.

Priority: Protect vulnerable people

31. *Independent Living*: Customers receiving personal budgets continues to rise (currently 28.11%). Actions are being taken to extend the uptake of personalised budgets which allow individual freedom over the choice of care services. This includes a new hospital review process
32. *Adult Social Care*: The number of care assessments completed on time has reduced to 61.9% (from 68% last year). The process of clearing outstanding waiting lists (reduced from 196 in August to 108 by the end of September), is having a temporary impact upon overall processing times.

	2008/09	2009/10	2010/11	2011/12 (Q2)	2011/12 Target
Timeliness of social care assessment	67.1%	80.5%	68.0%	61.9%	70.0%
Timeliness of social care packages	90.3%	86.9%	85.4%	89.9%	90.0%
Customers & Carers receiving Self Directed Support (Direct Payments & Individual Budgets)	N/A	14.40%	24.90%	28.1%	37.0%
People supported to live independently through social services (all ages)	3834	3980	4328	4325	4364

33. *Elderly Person's Homes*: Consultation sessions on future EPH provision have taken place across the city and with a wide range of stakeholders. The results of the consultation are being collated and will be reported back to Cabinet in early November.
34. *Child Social Care*: The increase in the number of looked after children in council care has continued (see para 50) and this is affecting some areas of performance, with just under 19% of children now having been subject to a CPP for a second or more time against a target of 7% (lower is better). However, the proportion of child protection plans (CPP) lasting 2 years or more has reduced (1.3% compared to 3.9% in 2010/11) and the % of children social care referrals going on to initial assessment is at 61.4%, a significant improvement since Q1 (53.5%). This improvement

relates to the new “front door” arrangements introduced earlier in the year.

35. *Parenting programmes*: The number of families attending targeted Parenting Programmes is over double target levels for Q2 (247 compared to target of 110). A new online referrals system has resulted in parents and carers being engaged in a programme which more accurately meets their needs. The online referrals received highlight that high numbers of parents have low mood/mental health issues, which are impacting on their ability to parent effectively. Voluntary sector partners, Family Matters York, were successful in securing external funding to allow them to offer additional targeted programmes such as 'Time Out for Anger' and 'Drug Proof Your Kids'.
36. *Health & Wellbeing*: Cabinet approved proposals for the Health and Wellbeing Board on 4th October. The board will now be meeting informally over the next six months in readiness for taking on full shadow status from April 2012. Work on the new JSNA (Joint Strategic Needs Assessment) has also started and the council is working closely with NHS colleagues to review previous indicators and identify the changes since last year.
37. *The York Education Partnership* has been established to replace the existing Schools Forum arrangements in developing the overall strategic direction of 0-19 education policy in York. £1,200k savings have been generated through the restructure of the School Improvement Service, as part of the development of the new partnership.

Financial Overview

Directorate	2011-12 Net Budget	2010-11 Outturn Variance	2011-12 Monitor 1 Variance	2011-12 Monitor 2 Variance
	£'000	£'000	£'000	£'000
Adults, Children & Education	77,399	+1,579	+1,678	+2,064
City Strategy (incl Facilities Mgmt)	8,797	+209	+771	+433
Communities & Neighbourhoods	37,109	+55	+1,850	+1,476
Customer & Business Support Services	3,921	-241	-11	-19
Office of the Chief Executive	3,420	+24	-	-
DIRECTORATE BUDGETS	130,646	+1,626	4,288	3,954
Corporate Budgets	-6,746	-1,995	-	-450
Mitigation Strategies to be Identified	-	-	-4,288	-3,504
GROSS BUDGET	123,900	-369	0	0

Table 1 – Monitor 2 Financial Overview

38. The council's net General Fund budget for 2011-12 is £123,900k, inclusive of £1,025k usage of reserves and balances.
39. The 2011-12 budget was the most challenging in memory, requiring some £21,036k of savings in order to reach a balanced position. The forecasts outlined in this report reflect a prudent view of how that challenge is currently being met.
40. Mid year forecasts indicate that the council faces financial pressures of £3,504k. An overview of this forecast, on a directorate by directorate basis, is outlined in Table 1 above. The key pressures are summarised in the following paragraphs.
41. In Adult Social Services increasing service demand for Independent Residential & Nursing Care and Direct Payments remains an issue, as well as new pressures in External Homecare and some delays in the Homecare and EPH business change programmes. In Children's Services, an increase above forecasts in the number of children under the care of the council further contributes to the pressure.
42. There is a continued shortfall in Building and Development control income compounded by in year pressures arising from the City Strategy Directorate and Facilities Management service reviews. There are delays in achieving cross directorate savings within Communities and Neighbourhoods taken as part of the 2011-12 budget, including the Fleet Review.
43. Directorate Management Teams have identified strategies that will mitigate these pressures in order to contain expenditure within budget by the end of the financial year. As these strategies are identified, the reported forecast has been amended accordingly in line with the council's stringent financial monitoring processes. This course of action has been successful in previous years. All DMTs are continuing to work on mitigation strategies and actively looking at ways to reduce spend in year.
44. It should be noted that a similar level of financial pressures were reported at Monitor 2 in 2010-11 and, whilst the challenge of delivering the scale of savings contained in this years budget will be considerably tougher, continued determination to control costs from teams across the council should see an improved position as the financial year progresses. The Council Management Team monitor the financial position of the council on a monthly basis and should the financial pressures not reduce sufficiently, or proposed mitigation strategies not deliver the

improvement required, escalation of the issues will be raised by Director of Customer & Business Support Services to Members outside of the standard reporting schedule. The next report before Cabinet will be the Monitor 3 report in February 2012.

Directorate Analysis

45. The following sections provide further information on the financial outturn of each directorate as outlined in Table 1 above.

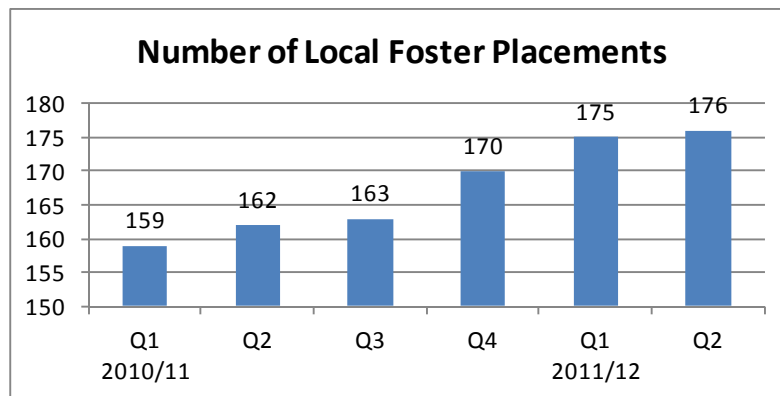
Adults, Children & Education

46. The Adults, Children & Education directorate is reporting financial pressures of £2,064k, split between Adult Social Services (£1,374k) and Children's Services (£690k).
47. In Adult Social Services, pressures that have been evident in previous years related to demand for care still remain. At present, forecasted pressures centre on a greater number of referrals than anticipated in Independent Residential & Nursing Care (£828k) and a continued increase above forecast level in the number of customers taking up Direct Payments (£630k) along with a significant pressure in External Homecare primarily related to Learning Disability customers with additional pressures relating to children in transit between children's and adults services (£929k).
48. There have been delays on two business change workstreams. In Homecare, there have been delays in letting the reablement contract and reconsideration of other care services options (£666k) and in EPH's, implementation delays mean that the full saving is unlikely to be achieved (net £270k).
49. However, mitigating actions have already been identified to reduce these pressures. A significant number of vacant posts are being held whilst the Business Change workstreams continue (£891k) and delays in two Supported Living schemes (£250k).
50. In Children's Services, the number of children currently under the care of the council is considerably higher than predicted when the 2011-12 budget was set and as a result is contributing to the directorate's financial pressures. This increased caseload has resulted in additional in-year staffing costs (£226K). The table below demonstrates the year-on-year increase in Looked After Children and associated financial costs.

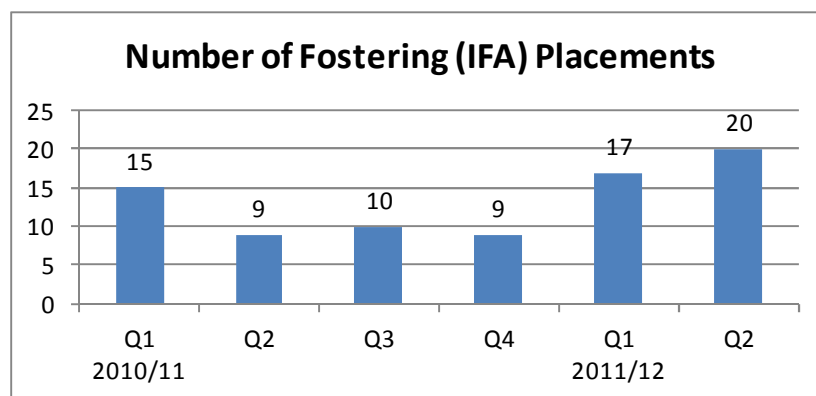
Numbers and average cost looked after children in York

Year	No. of LAC	% change	Budget	Actual	Cost per Child	% change
2006-07	157	12%	£1,972,780	£2,998,715	£19,100	N/A
2007-08	168	7%	£3,083,130	£3,345,742	£19,915	4%
2008-09	199	16%	£3,468,020	£3,833,682	£19,265	-3%
2009-10	223	11%	£3,578,760	£4,501,280	£20,185	5%
2010-11	236	6%	£4,759,490	£4,666,303	£19,772	-2%
2011-12 (Q2)	250	6%	£4,326,600	£4,955,944	£19,824	0%

51. The number of children in local foster placements has increased from 162 when the budget for 2011/12 was set, to the present figure of 176, which is creating a pressure of £226k. The table below shows the increase on a quarter by quarter basis.



52. The number of children in Independent Fostering Agency placements is expected to exceed that provided for in the budget creating a pressure of £139k. The table below shows the increase on a quarter by quarter basis.



53. As well as the vacancy freeze outlined above, and a moratorium on non essential expenditure, the directorate is also assessing 2012-13 savings proposals that could be brought forward, as well as reviewing commissioning budgets and new customer/scheme developments with a view to identifying additional one-off savings for 2011-12

City Strategy

54. The City Strategy directorate is reporting gross financial pressures of £118k prior to mitigation options that have been identified totalling £130k. In addition to this, there is a £445k pressure related to cross directorate Facilities Management work stream savings, and for which officers are currently identifying mitigation options.
55. There are a number of contributory factors to the underlying budget pressures. There have been delays in the directorate's service review which will not be fully completed until the autumn resulting in an expected shortfall against the total saving of £814k (£380k). In Planning, there are also shortfalls in income in Building Control (£194k) and Development Control (£100k), which is consistent with recent years since the start of the economic downturn, although there has been an increase in major planning applications during the second quarter. The directorate overspend is offset by anticipated underspends on Concessionary Fares budgets (£210k) and higher than anticipated parking income (£119k).
56. Vacancy management measures (currently £235k) and other expenditure controls are being enforced in order to reduce the forecast pressure by the end of the financial year.

Communities & Neighbourhoods

57. The Communities & Neighbourhoods directorate is forecasting gross financial pressures of £2,620k, including £952k of cross directorate savings taken as part of the 2011-12 budget process. Mitigation of some £1,144k has been identified which reduces the forecast overspend to £1,476k.
58. The cross directorate savings pressures relate to the Fleet Review (£336k), which has been affected by additional resource requirements and the partial year effect of implementation, the Supplies and Services review (£200k), Agency Staff (£52k), Internal Trading (£150k), Area Based Working (£92k) and the Business Support Review (£122k).
59. Elsewhere in the directorate, Building Maintenance is forecasting pressures whilst new and efficient working practices are aligned to its business plan (£250k). A service review is taking place to identify savings opportunities to offset a forecast overspend of £160k in Cleaning Services and within Commercial Waste the service is forecasting a profit £300k below the budgeted level (although still making a substantial profit). There is a further one off pressure in Arts and Culture Education (£187k) as result of costs arising from the recent restructure.

60. In order to mitigate the pressures, the directorate is limiting expenditure to a minimum, however it is unable to do so in all circumstances, for example where contractual obligations prohibit this. Service managers have been asked to consider further short term proposals to mitigate the overspend, in addition to the £1,144k in year mitigation already identified.

Customer & Business Support Services

61. The Customer & Business Support Services is currently reporting a projected underspend of £19k, which is due minor underspends on a range of issues. The directorate will continue to try and identify other under spends which could assist in mitigating the council wide position.

Office of the Chief Executive

62. The Office of the Chief Executive directorate is currently forecasting that it will contain expenditure within budget. As with CBSS, the directorate will continue to try and identify other under spends which could assist in mitigating the council wide position.

Corporate Budgets

63. These budgets include Treasury Management activity and other corporately held funds. At present, it is anticipated that there will be a £250k underspend due to reduced interest paid on borrowing and increased interest earned due to higher than anticipated cash balances and the volatility in financial markets which has allowed for the Council to take advantage of favourable interest rates.
64. In addition, pension strain costs to date have been lower than anticipated in the financial year and an in year underspend of £200k is forecast.

Dedicated Schools Grant

65. In the DSG area there is a projected underspend of £8k against a budget of £106,642k, primarily due to lower than expected costs related to SEN Out of City Placements. Due to the nature of the DSG, any underspend must be carried forward and added to the following year's funding with overspends either being funded from the general fund or reducing the following year's funding allocation.

Housing Revenue Account (HRA) - Finance

66. The current working balance on the HRA is £9,543k and the estimated variance against this is an underspend of £82k, which is primarily attributed to a decrease in the negative subsidy payment made to Central Government. A shortfall in rental income of £90k due to the increased number of void properties is offset by increased income from shops and leaseholders, along with other minor savings across the service.

Reserves

67. The February 2011 Budget Report to Council stated that the minimum level for the General Fund reserve should be £6.1m (or 5% of the net budget) and following the 2010-11 outturn, where funding was applied to fund new initiatives, the reserve now stands close to this minimum level.
68. Members have to be mindful that any overspend would have to be funded from this reserve reinforcing the need to contain expenditure within budget. Should this happen the Director of Customer & Business Support Services would have no option but to recommend to Council that the reserve is reinstated to at least its minimum required level which would have implications on future budget setting cycles.

Analysis

69. The analysis of the financial position of the council is included in the body of the report.

Consultation

70. There has been extensive consultation with Trade Union groups on the ongoing implications of the council's financial situation.

Corporate Priorities

71. The information and issues included in this report demonstrate progress on achieving the priorities set out in the Council Plan (2011-15).

Implications

72. The implications are:
 - Financial - the financial implications are dealt with in the body of the report.
 - Human Resources - there are no specific human resource implications to this report.
 - Equalities - there are no specific equality implications to this report, however equalities issues are accounted for at all stages of the financial planning and reporting process.
 - Legal - there are no legal implications to this report.
 - Crime and Disorder - there are no specific crime and disorder implications to this report.
 - Information Technology - there are no information technology implications to this report.
 - Property - there are no property implications to this report.
 - Other - there are no other implications to this report.

Risk Management

73. The risk management processes embedded across the council continue to contribute to managing the risk issues associated with major projects and key areas of service delivery.

Recommendations

74. Members are asked to:

- a. Note the performance issues identified in this report.

Reason: So that corrective action can be taken by members and directorates.

- b. Note the current projected pressures of £3,504k and note that strategies are being prepared to mitigate this position.

Reason: In order to ensure expenditure is kept within budget.

Authors:	Cabinet Member & Chief Officer Responsible for the report:		
Debbie Mitchell, Corporate Finance Manager, Ext 4161 Andrew Crookham, Principal Accountant, Ext 2912 Peter Lowe, Business Intelligence Manager, Ext 2033	Councillor Julie Gunnell, Cabinet Member for Corporate Services Ian Floyd, Director for Customer & Business Support Services Tracey Carter, Assistant Director Office of the Chief Executive		
	Report Approved		Date 21 Nov 2011
Wards Affected:			<i>All</i>

For further information please contact the authors of the report

Background papers:

- Priority scorecard – Create growth & grow the economy
- Priority scorecard – Get York moving
- Priority scorecard – Protect the environment
- Priority scorecard – Protect the vulnerable
- Priority scorecard – Build strong communities

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Effective Organisation Overview & Scrutiny Committee Work Plan 2011-12

Meeting Date	Work Programme
28 June 2011 @ 5pm	<ol style="list-style-type: none"> 1. Introduction to Committee Remit & Terms of Reference 2. Presentation by Assistant Directors on ongoing work within Resources Directorate & future planned work 3. Attendance of Executive Member for Corporate Services to discuss her priorities and challenges for this municipal year 4. Report on Draft Workplan for 2011-12 5. 2010-11 Year End Outturn Report
13 September 2011 @ 5pm	<ol style="list-style-type: none"> 1. First Quarter Monitoring Report 2. Workplan Report (Scrutiny Officer) 3. Staff Sickness – Briefing Report (Chris Tissiman)
22 November 2011 @ 5pm	<ol style="list-style-type: none"> 1. Sickness Absence Management Review - Scoping Report 2. Monitoring Report on Implementation of recommendations arising from previously completed scrutiny reviews (Apprenticeships & Customer Complaints) 3. Second Quarter Monitoring Report 4. Workplan
11 January 2011@ 5pm	<ol style="list-style-type: none"> 1. Budget Briefing Paper (Debbie Mitchell / Andrew Crookham – title to be agreed) 2. Monitoring Report on Implementation of Workforce Plan and the uptake, outturn and success of CYC apprenticeships and work-based training (Pauline Stuchfield) 3. Workplan
28 February 2012 @ 5pm	<ol style="list-style-type: none"> 1. Third Quarter Monitoring Report 2. Workplan

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