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**Service Director – Legal, Governance and
Commissioning**

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Thursday 4 January 2018

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **2.00 pm** on **Friday 12 January 2018**.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read "Julie Muscroft".

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Corporate Scrutiny Panel members are:-

Member

Councillor Gulfam Asif (Chair)

Councillor James Homewood

Councillor Mussarat Pervaiz

Councillor Hilary Richards

Councillor John Taylor

Councillor Carole Pattison

Philip Chaloner (Co-Optee)

Linda Summers (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Minutes of the Previous Meeting

1 - 6

To approve the Minutes of the meeting of the Committee held on 13 December 2017.

2: Interests

7 - 8

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

3: Admission of the Public

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

4: Financial Monitoring

To receive a presentation on quarter two financial monitoring.

Contact: Debbie Hogg/Eamonn Croston Tel: 01484 221000.

5: Access To Services

9 - 12

To consider the future access to Council services model.

Contact: Dave Thompson/Carol Stump Tel: 01484 221000

6: Forward Agenda Plan / Date of Next Meeting

13 - 16

To consider the Panel forward agenda plan for the remainder of the municipal year.

To note that the next meeting of the Scrutiny Panel will be held on 9 February 2018 at 9.00 a.m.

Contact: Penny Bunker Tel: 01484 221000

Contact Officer: Alaina McGlade

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Wednesday 13th December 2017

Present: Councillor Gulfam Asif (Chair)
Councillor James Homewood
Councillor Hilary Richards
Councillor Carole Pattison

Co-optees Philip Chaloner

In attendance: Jacqui Gedman - Chief Executive
Jane Lockwood - Procurement Strategy Advice Manager
Julie Muscroft – Service Director Legal, Governance & Commissioning
Penny Bunker – Governance & Democratic Engagement Manager

Apologies: Councillor Mussarat Pervaiz
Councillor John Taylor
Linda Summers (Co-optee)

1 Minutes of the Previous Meeting

The minutes of the meeting held on 15 November 2017 were agreed as a correct record subject to the amendment of the interest declared by Philip Chaloner.

2 Interests

No interests were declared.

3 Admission of the Public

Agreed all agenda items to be considered in the public session.

4 Transformation Programme Procurement Project Update

The Scrutiny Panel received a presentation on the progression of the procurement project which was a strand of the Transformation Programme. Jane Lockwood, Procurement Strategy and Advice Manager, and Julie Muscroft, Service Director, Legal, Governance and Commissioning attended for the item.

The Scrutiny Panel wished to understand the current process for procurement and consider the competing priorities of the approach and social value considerations.

The presentation set out the current position which indicated that traditionally the procurement process was predominantly about factors relating to cost, compliance with EU and UK legislation, risk and quality. Procurement within Kirklees Council

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was mostly devolved across the organisation which raised issues concerning visibility, controls and risk management on a Council wide basis.

As part of the transformation project it had been recognised that the current approach presented challenges and potential confusion and the risk of a supplier base with inconsistencies in practice and approach as well as documentation, engagement and social value. The initial phase of the procurement transformation project involved a stock take of procurement within Kirklees.

The presentation explained the aims of the transformation project which were:

- Challenge and redefine how we procure goods, works and services across the Council to achieve the best outcomes for Kirklees citizens;
- Ensure that all third party spend is necessary and to commit to spending every pound wisely;
- Support local economic growth through local spend;
- Assess how changes to commissioning and procurement can stimulate local social value and contribute to good growth.

It was indicated that moving forward the procurement project would have three strands of work focussing on improving data visibility, developing future ways of working and delivering procurement savings in specific spend categories.

In order to define the correct ways of working for procurement within Kirklees Council, a broad range of views on priorities for the future had been gathered with engagement from approximately 40 stakeholders. Areas explored had included the balance of technical procurement expertise with specialist service and market based knowledge; visibility and control over contracts; access to reliable contracts and spend data; clarity on roles and responsibility between commissioning, procurement, transactions and contract management. The findings of these discussions had been used to develop a set of key design principles for future procurement.

Ms Lockwood explained the critical success factors to the Scrutiny Panel which included authorisation, clarity on roles and responsibilities, communications and change, data and analytics, business partnering and Council wide supplier relationship management.

In concluding the presentation Ms Lockwood explained the current focus on category optimisation, in which base line spend would be used to identify six priority areas. A £6.5 million saving target would be achieved by 2018/19. Progress, risks, challenges, opportunities and lessons learnt would be reviewed and monitored.

The procurement operating model would be designed to provide a more joined up way of working for the Council. The Transformation Portfolio Board had endorsed changes to the procurement operating model to a category led approach to procurement.

The final presentation slide recognised the need to influence and embed the Council's approach to social value more consistently and effectively through the new operating model. The intention was to revisit and build on the work of the Policy

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Committee task and finish group to refresh the Council's policy and approach. It was intended that dialogue with West Yorkshire and York Authorities on approaches to social value and inclusive growth who are recognised as progressive within this area.

Whilst welcoming the information within the presentation, the Scrutiny Panel was aware that similar category management approaches had been taken previously and wanted to understand how the Council would ensure the effectiveness of such a system this time. In response the Chief Executive acknowledged that there were many areas where the Council had previously tried systems before moving on to look at a different approach. This time it was important that the Council learned from the past and took time to implement a sustainable and appropriate system. For this reason the Council had not rushed into embedding a new system as it wanted to ensure that not only was support for such a system strong at the corporate centre but it was also working effectively at service level. It was important that services understood and were supported to use the new model rather than fragment and start to develop alternative practices.

The issue of controlling credit card spend was identified as a concern by the Scrutiny Panel and officers were asked to explain how that spend was being controlled moving forward. Ms Lockwood explained how credit card expenditure was being controlled and an improved system was now in place.

The Scrutiny Panel continued to explore the use of temporary staff and how the Council was ensuring value for money in the procurement of such staff. In response the Panel noted that an exercise had been undertaken to ensure that current pay scales were overlaid when initiating temporary staff recruitment, to ensure parity with Council staff pay grades from 1 December 2017.

The Scrutiny Panel welcomed the early analysis work that had been undertaken to inform the procurement project and to learn from previous experience. The Panel explored the benefits of having commissioned Deloitte's to undertake work alongside the Council. It was indicated that Deloitte's had provided an external perspective and made some early recommendations that had proved helpful in progressing the project. Deloitte's had the benefit of working with other Council's and large employers which they brought to any work with the Council. They had provided additional staffing to enable "deep dives" and data analysis which would have been difficult to complete within existing Council resources.

The Scrutiny Panel was keen to see that the people who worked on procurement within services 'bought into' the change and were able to influence approach from a user perspective. It was confirmed that dialogue was ongoing and local knowledge had helped the project managers to reach conclusions concerning a category approach. Engagement would continue throughout the project and at implementation.

The Scrutiny Panel explored the breakdown of the six priority areas and noted that the biggest area was Social Care and Health which accounted for £235m out of the £400m of spend.

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The Scrutiny Panel explored the links between the procurement portal and business hub and how the Council was working with local business and ensuring that procurement processes did not exclude small or medium sized enterprises. Councillors were concerned that smaller businesses did not understand how to do business with Kirklees. Officers acknowledged that it was an area where the Council looked to constantly improve and it continued to use the Yorkshire and Humber procurement portal. Officers suggested that registration was simple and that guidance could be sent out to help smaller businesses. It was asked that the link to that information be circulated to members.

The Scrutiny Panel thanked Julie Muscroft and Jane Lockwood for the informative presentation and agreed that they would revisit the progress of the project in 6 months time.

RESOLVED -

- (1) That Jane Lockwood and Julie Muscroft be thanked for attending the meeting.
- (2) That the Panel consider a further update on the procurement project in 6 months.

5 Commissioning Council

Jacqui Gedman, Chief Executive attended the Panel meeting to brief the Scrutiny Panel on the Council's adoption of a commissioning approach to service provision.

Ms Gedman explained that in a time of difficult financial circumstances it had been necessary to stand back and reflect about how the Council works to provide essential services whilst addressing the reducing financial resource issues. It was recognised that no part of the public sector could do everything and it was important that the Council worked together with partners and communities as part of any way forward. In order to achieve change Kirklees needed to look at a whole system approach.

The Kirklees definition of commissioning was described as:

- Commissioning is deciding how to use the total local resource available in order to improve outcomes for citizens and communities in the most efficient, effective and sustainable way.

The presentation continued to explain the principles which were:

- Knowing the full range of needs, aspirations, assets and experience in Kirklees
- Embedding local democracy and involving at every stage, rebalancing and fully utilising contributions from public services, communities and citizens to improve outcomes
- Recognising the "whole system" of Kirklees – the inter dependencies between its citizens, communities, organisations and services.

Ms Gedman said that the Council would have to move to a system of outcome based accountability, where services would be challenged at the planning stage to identify the difference that providing a service in a particular way would make. In

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taking a whole system approach there was a need to ensure that by reducing in one area it was not counter intuitive to what the Council was trying to achieve in another area. The commissioning approach would allow for creativity and innovation so that officers and partners could work together to do things differently.

The Scrutiny Panel welcomed the overview and agreed to receive periodic updates on the progress of introducing a commissioning approach. This would include the development of a corporate framework, a commissioning hub and corporate commissioning projects. The Scrutiny Panel was keen to ensure that as part of considerations around service delivery local ward Councillor knowledge was taken into consideration to help shape appropriate local services.

RESOLVED -

That Jacqui Gedman be thanked for briefing the Panel on the move to become a commissioning Council.

6 Forward Agenda Plan / Date of Next Meeting

The Scrutiny Panel noted that its next meeting would be held on 12 January 2018 at 2pm. The agenda included a financial monitoring update. In considering future items it was suggested that an update on the digital by design programme could be included in the future work programme and that the Scrutiny Panel could look in more detail at the transformation programme in relation to Adult Services.

RESOLVED -

- (1) That the Panel forward agenda plan be noted.
- (2) That the next meeting of the Panel be held on 12 January 2018 at 2.00pm.

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

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

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

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

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

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

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

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

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

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

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

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

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

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

Name of meeting: Corporate Scrutiny Panel

Date: 12th of January 2018

Title of report: Access to Services Strategy

Link to the original report can be found at Agenda Item 10 [here](#).

The outcome the Council is seeking is for residents and communities to be able to readily access information, signposting and services in order to improve the customer experience and journey, first time, more of the time. It is important that we become less reliant on buildings. **74%** of the public when asked said 'I would generally **prefer to travel to a central location**, with a wider range of services available' (vs 26% support for 'I would generally prefer to travel to separate places to access different services')

1. Access to Service Principles

In order to deliver this outcome the principles underpinning the service proposition are:

- **Digital by design** in an inclusive way that recognises that not all sections of the population will be digitally literate or have access to technology.
- **Telephone and Face to Face** access where appropriate.
- The availability of **community hubs** where appropriate that co-locate a number of services – these could include adult and children's social care and communities teams.
- **Local access points** which have due regard to the wider assets within neighbourhoods, wards and communities which are well networked and supported by a high quality back office.

We must engage with communities to deliver our services, working in partnership with community groups. Many of our services are already supported by Friends of Groups and volunteers and we must continue to grow this model.

2. Digital by design

In order to meet the needs of customers, Kirklees Council must provide services that are:

- Easily accessible
- Simple to use
- Streamlined
- Convenient
- Cost effective
- Robust

It is also important to bear in mind the target audience's access to technology, the type and complexity of the contact, their personal preferences as well as their skill sets when selecting channels.

Rising internet use and customer expectations of accessing public services online present an ongoing opportunity for us. Competent online services are easy and quick to use, Page 9

available whenever customers need them and have a relatively low administrative burden. Managed well, online access to services is a very effective channel with considerable benefits for customers and taxpayers.

We must however also meet the needs of people who do not (yet) have access to the internet, or lack the skills and/or capability to use it.

3. Telephone and Face to Face access

Our approach for **Universal Customers**.

Develop a single 'universal front door' delivered via:

- an accessible, effective and preferably digital offer to all customers for transactions and information, advice and guidance services
- an effective and efficient customer contact centre with a critical mass of council services
- Improved common processes, delivered end to end.

Minimise the cost of delivering services to universal customers, so that we can invest more in the services we provide to customers who are 'at risk' or have 'high needs.'

This means we need to:

- Invest in improving our 'universal front door' by designing and implementing digitally enabled services for as many council services as possible – Digital by Design programme - supported by a channel shift and take-up implementation plan.
- Build-on our approach to supported access for those customers who in the short to medium term will not exploit digitally enabled services e.g. consolidate our assisted digital arrangements, consider availability 24/7 and training council staff to support customer access to use online services.
- Develop and implement joined-up, technologically enabled front to back office processes to deliver improved customer service.

4. Community hubs

The availability of community hubs where appropriate that co-locate a number of services – these could include adult and children's social care and communities teams.

In terms of physical locations the offer will be as follows:

- Two Customer Contact Centres, one in Huddersfield and one in central Dewsbury. Only at Huddersfield will access to specialist officer advice be offered on a face to face basis. Access to specialist officers from Dewsbury Contact Centre to be via online link.
- Four EIP Hubs in Huddersfield Civic Centre 1, Dewsbury Town Hall, Batley Town Hall and Slaithwaite Town Hall.
- Four Children's Centres for Early Years support at Fieldhead co-location Centre, The Chestnut Centre, Slaithwaite Town Hall and Dewsbury Moor Children's Centre.
- In the North of the District, there are 5 Kirklees Community Hubs (formally known as Schools as Community Hubs) which fit coterminously within the councils 2 EIP areas.
- In the South of the District there are 11 Kirklees Community Hubs which largely fit within the Councils 2 EIP areas.

It is important to note that a Community Hub involves all partners working in an area in Council and private sector buildings as well as outreach workers who do not physically work from a fixed location.

There is a need for a multi-agency approach with shared outcomes and working to avoid duplication of service.

5. Local Access Points

Access points which have due regard to the wider assets within neighbourhoods, wards and communities, which are well networked and supported by a high quality back office. These access points need not be in Council owned or managed buildings, they could be in any suitable facility e.g. school, community facility, and GP surgery.

This means we need to:

- Introduce technology that enables a single view of our customers in a secure, accessible, appropriate way and enables joint responses to meet their needs – it is especially important for us to know and share information on our ‘at risk’ and ‘high need’ customers and at a time of predicted increases in need (e.g. Welfare Reform).
- Join up the assessment of customer needs and entitlements where appropriate by having more common assess and decide processes within the council and with partners. E.g. Bringing Care and Financial Assessment together in a joined up process saves time and leads to improved outcomes.

6. Buildings

The above principals will give ability to generate capital receipts where possible and support rationalisation of buildings with use of buildings diminishing.

- The asset management theme will be supported as the project proposes to consolidate multiple partner premises into four community hubs, delivering targeted services to vulnerable communities, children, young people and families.
- The co-location and service transformation theme is being supported as the project proposes bringing multiple community services into single, accessible community hubs across Kirklees, transforming the service offer to communities.
- The regeneration theme is being supported as the project proposes investment in Council real estate (e.g. such as town halls) to accommodate local services and keep the buildings in use and in service to the communities. This will potentially enable vacation of other partner premises which can be subject to reuse, sale and/or regeneration.

7. Underpinned by a Mobile and Agile Workforce

Making the Workforce fully Mobile and Agile, able to work from any partner, home, field or remote location, or from the EIP hubs, with the full functionality to fully execute their role without the need to return to a base or undertake previously essential travel

8. What has happened so far?

The Digital Kirklees (Digital by Design) Programme is picking up pace and the new “**Citizen Account**” has been released. This is a significant development for residents to access information and services 24/7 through an online account; and also make the delivery of the service far more efficient and effective. Examples below:

- **Parks and open spaces** – Fieldworkers are now fully mobile, able to report and deal with issues without going into the office; this has reduced travel and data input by admin staff into the back office.

- **Memorials** – providing the ability for citizens to order or renew memorials; savings in face to face staff time and printing out brochures, order, orienting out brochures, map of grounds where memorial can be placed
- **Waste Recycling Centre permits** – 114K permits have now been issued; SITA have access to handheld devices to check permits and report issues on site. Rich business intelligence on site activity being actively used.
- **Application for new Taxi Driver licence** - reducing face to face interactions from five to two and enabling new drivers to book, pay, rearrange/cancel appointments by self-service
- **Council Tax statements** – residents can access their statement using account number and postcode. Includes payments made this year, next payment date and amount, yearly breakdowns where debt is outstanding from previous years.
- **Pothole reporting** – enhanced to assist workforce by capturing map coordinates and address when reporting.

The Innovation Centre - As part of this work, we have established an Innovation Centre; adopting proven, best practice principles and ways of working derived from the Government Digital Service (GDS). This translates into using a much more modern, agile and collaborative way of working with services; the approach proving to be very beneficial and allowing new digital services to be delivered at pace and savings realised quickly.

In the Customer Service Centres occupancy levels of services are being reduced by using robust data and performance intelligence. By using data to reduce the usage of booths in the centres this can mean more services can work out of the centre, therefore reducing demand on Council owned buildings.

Mobile and Agile working pilots have commenced and this is proving very positive, enabling practitioners to undertake assessments in a more efficient and effective way. It is expected that productivity will be increased across the service and improved service user outcomes will be achieved as a result. The evaluation of the early adopters is ongoing through regular learning sets.

“**BetterOff**” **Kirklees**” www.betteroffkirklees.org.uk is the new self-service digital platform that went live w/c 2nd Nov 2015. It was developed by staff at Advice Kirklees, the CAB and other partners with our Kirklees owned IT developers, Looking Local. “BetterOff Kirklees is web based but assisted self-service webchat support is available along with assisted digital at other sites.

It will be important to ensure that staff become ambassadors of the Access to Service Strategy. To this end a series of workshops will be held, involving appropriate services to identify how we are going to deliver on the strategy and how the strategy will impact on the different services.

Corporate Scrutiny Panel

Agenda Plan 2017/18

Date of Meeting	Issues for Consideration	Officer Contact
<p>Thursday 14th September 2017</p> <p>3pm – 5pm</p> <p>Mtg Room 1, HTH</p>	<p align="center">Public Items:</p> <p align="center">Approach to Scrutiny – Prioritising, Planning, Establish Work Programme</p> <p align="center">Dates of future meetings</p>	<p align="center">Alaina McGlade</p>
<p>Friday 20th October 2017</p> <p>9am – 11am</p> <p>Council Chamber, HTH</p> <p><i>CSC Tour at 8.15am</i></p>	<p align="center">Public Items:</p> <p align="center">Financial Monitoring</p> <p align="center">Democracy Commission</p> <p align="center">IT System</p> <p align="center">Work Programme/ Agenda Plan</p>	<p align="center">Debbie Hogg</p> <p align="center">Carl Whistlecraft/ Cllr Scott</p> <p align="center">Andrew Brammall/ Dave Thompson</p> <p align="center">Alaina McGlade</p>
<p>Wednesday 15th November 2017</p> <p>9am – 11am</p> <p>Council Chamber, HTH</p> <p><i>Informal Pre- meeting at 8.30am??</i></p>	<p align="center">Public Items:</p> <p align="center">Assets</p> <p align="center">Overview of Transformational Programme</p> <p align="center">Work Programme/ Agenda Plan</p>	<p align="center">Paul Kemp/ Joe Tingle, Carol Stump</p> <p align="center">Michelle Nuttall</p> <p align="center">Alaina McGlade</p>

	<p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Overview of Procurement workstream on Transformation Programme</p> <p style="text-align: center;">Introduction to the Commissioning Authority approach</p> <p style="text-align: center;">Work Programme / Agenda Plan</p> <p style="text-align: center;">Informal Items</p>	<p style="text-align: center;">Jane Lockwood / Julie Muscroft (1.00 p.m.)</p> <p style="text-align: center;">Jacqui Gedman (1.45 p.m.)</p> <p style="text-align: center;">Penny Bunker</p>
<p>Friday 12th January 2018</p> <p style="text-align: center;">2pm – 4pm</p> <p>Council Chamber, HTH</p>	<p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Financial Monitoring (2.00)</p> <p style="text-align: center;">Access to Services (IT) (2.45)</p> <p style="text-align: center;">Work Programme / Agenda Plan</p> <p style="text-align: center;">Informal Items</p> <p style="text-align: center;">Transformation Programme (3.15) (Informal)</p>	<p style="text-align: center;">Debbie Hogg/ Eamonn Croston</p> <p style="text-align: center;">Dave Thompson / Carol Stump</p> <p style="text-align: center;">Alaina McGlade</p> <p style="text-align: center;">Michelle Nuttall</p>
<p>Friday 9th February 2018</p> <p style="text-align: center;">9am – 11am</p> <p>Council Chamber,</p>	<p style="text-align: center;">Public Items:</p> <p style="text-align: center;">Financial Monitoring (TBC)</p> <p style="text-align: center;">Democracy Commission Update</p>	<p style="text-align: center;">Debbie Hogg</p> <p style="text-align: center;">Cllr Cathy Scott / Carl Whistlecraft</p>

HTH	Informal Items	
Thursday 8th March 2018 9am – 11am Meeting Room 1, HTH	Public Items: Financial Monitoring (tbc) Informal Items	Debbie Hogg
Thursday 19th April 2018 9am – 11am Council Chamber, HTH	Public Items: Informal Items	

Libraries Review - Out to consultation for statutory 12 week period from January 2018. Following analysis of findings a report is scheduled to go to Cabinet in July 2018.

Items to Schedule further updates:

- Procurement Project - April 2018
- Move to Commissioning authority -

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