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

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Tuesday 5 December 2017

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Council Chamber - Town Hall, Huddersfield** at **1.00 pm** on **Wednesday 13 December 2017**.

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 - 8
<p>To approve the Minutes of the meeting of the Committee held on 15 November 2017.</p> <hr/>	
2: Interests	9 - 10
<p>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.</p> <hr/>	
3: Admission of the Public	
<p>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.</p> <hr/>	
4: Transformation Programme Procurement Project Update	11 - 18
<p>To consider a presentation on the procurement project within the Transformation Programme.</p> <p>Contact: Julie Muscroft, Service Director - Legal Governance and Commissioning and Jane Lockwood, Procurement Strategy and Advice Manager Tel: 01484 221000</p> <hr/>	

5: Commissioning Council

To receive a briefing on the Council's adoption of a commissioning approach to service provision.

Contact Officers:

Jacqui Gedman – Chief Executive
Rachel Spencer Henshall - Service Director, Policy, Intelligence and Public Health
Tel: 01484 221000

6: Forward Agenda Plan / Date of Next Meeting

19 - 22

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 12 January 2018 at 2.00 p.m.

Contact Officer: Alaina McGlade

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Wednesday 15th November 2017

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

Apologies: Councillor Mussarat Pervaiz

In attendance: Councillor Shabir Pandor
Paul Kemp, Service Director - Economy, Regeneration
and Culture
Michelle Nuttall, Head of Transformation
Joe Tingle

Co-optees Philip Chaloner
Linda Summers

Observers: Councillor Julie Stewart-Turner

1 Interests

Councillor John Taylor declared an other interest in Agenda Item 3 Asset Transfer Policy as he was involved in his role as a Kirkburton Parish Councillor in the asset transfer of Kirkburton Library.

Councillor John Taylor also declared an other interest in Item 3 as a Director of Shepley Hub Community Interest Company which is involved in discussions on Shepley Library.

Philip Chaloner, Co-Optee, declared an other interest in Agenda Item 3 as his wife was involved in the company which may take over Shepley Library.

2 Admission of the Public

All items were considered in the public session.

3 Asset Transfer Policy

The Scrutiny Panel received information on the Community Assets Transfer Policy with Paul Kemp, Service Director for Economy, Regeneration and Culture and Joe Tingle, Strategic Lead Assets and Capital attending for the item.

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The report outlined that asset transfer is not a statutory requirement of the Council but if a council processes asset transfer requests then it must comply with the European Commission's State Aid Rules. A community asset transfer is defined in the policy as the transference of ownership or management of a Council owned building or land to a community organisation by means of either a long term lease of the whole transfer, at less than best consideration, to further local social, economic and environmental objectives.

Transferring assets can unlock community enterprise, encourage volunteer commitment and help utilise local intelligence, allowing organisations to attract capital investment that is not available to the public sector. Asset transfer also has the potential to benefit people and communities within Kirklees by creating the opportunity for strong vibrant communities and enhancing social value.

The report continued to outline the current position explaining that within the Council's policy, community organisations are required to have the capacity to manage the community space and provide social value as well as contributing to the Council's priorities. Town and parish council's and schools could also apply and the sustainability of community organisations would be assessed as part of the application and business case process.

It was noted that single interest groups with restricted membership would not be considered but the Council would offer support to all groups. Expressions of interest from social enterprise with share capital, commercial or privately owned organisations would not be accepted.

The report continued to outline that 14 transfers had been completed to date with a further 7 having been approved by Cabinet and progressing to legal completion. There were 6 transfers at detailed business case stage and a further 12 initial expressions of interest had been submitted. It was noted that each transfer is unique and the complexity of the transfer and capacity of the group to drive through to completion also varied. On average a transfer took between 10 and 12 months and was supported by available officers with the Estates Team, Community Sport and Locality who provide professional advice to community organisations.

In 2017 the policy introduced £5000 of support to pay for feasibility works, develop detailed business cases and legal or professional fees for groups at various stages of transfer. If community organisations plan to apply for external capital funding they can apply for a match funding loan of up to £100,000 from the Council to support external funding, such as a Heritage Lottery Grant.

Governance arrangements meant that the ultimate decision making on each transfer lay with Cabinet. Regular updates were provided to portfolio holders and the Asset Liaison Group met bi-monthly to review the progress of the asset transfer tracker. In conclusion Mr Kemp advised that officers would work with community groups but ultimately only those applications where officers were confident of sustainability would be put forward for consideration by Cabinet.

The Scrutiny Panel asked questions concerning the lack of hosting fee should a library or children's centre continue to operate within a building that had been

Corporate Scrutiny Panel - 15 November 2017

subject to a community transfer. There was also a discussion regarding commercial operations within transferred buildings which supported the sustainability of the transfer. Mr Kemp indicated that the bench mark for commercial use of transferred spaces was 30% and officers would periodically monitor to check that this was not being exceeded. The issue regarding hosting libraries or children's centres would be explored as part of the evaluation of sustainability.

The Panel discussed when subsidies were provided and reference was made to smaller community libraries. Mr Kemp explained that the policy regarding smaller community libraries linked to the libraries review. A further consultation on the libraries review would start in the new year.

The Panel welcomed that there was rigour around which applications proceeded to decision. An example was given from a particular ward where a transfer was not successful. Councillors welcomed that lessons had been learned. Mr Kemp advised that if a group was unable to comply with the lease arrangements then the building would default back to Council ownership.

It was suggested that there was insufficient discussion with local Councillors who had experience of community groups within the ward and could provide a helpful input to discussions. Ward Councillors would also contribute views concerning assets within their wards. An example was given of a particular single interest group where a ward member might have been able to support the group to make linkages with other groups in order to bring forward a viable proposition, but the ward member did not have that opportunity. Councillor Homewood suggested that it would be better for the Council that a building was in usage by a single interest group than falling into dereliction. In response Mr Kemp indicated that there were a number of considerations when looking at buildings across the district. Some buildings were suitable for transfer, some buildings were surplus to requirements and could be put to the open market. Mr Kemp acknowledged that previous meetings with ward members had provided a lot of useful information and officers would be undertaking a further set of discussions with ward members to look at the current position of assets within each of the wards.

Councillor Asif raised an issue regarding the timescales for processing applications and whether a rough guide could be produced to help community groups. Mr Kemp indicated that where there were likely to be a number of groups interested in a particular building then the Council had to be more rigorous with timelines in order to be fair to all parties. Where a building was of interest to one single group who required support to get to the point where they could produce a sustainable proposition, then officers felt that flexibility was needed around timescales to hopefully ensure a successful outcome. Philip Chaloner, Co-optee, asked how risks were monitored within the asset disposal programme. Joe Tingle explained the asset tracker which set out the capital, revenue expenditure and maintenance liabilities together with progress against legal completion, expressions of interest etc.

In closing the discussion, Councillor Asif thanked officers for their attendance and commended the work of the team in progressing asset transfers.

RESOLVED –

1. That the update on the Asset Transfer Policy be noted and officers thanked for the progress made in asset transfer to date.

4 Transformation Programme

The Committee received a presentation from Michelle Nuttall, Head of Transformation on the following:

- The scope of the transformation portfolio in 2017/18
- How progress is being monitored, including
 - Financial monitoring
 - Tracking key milestones
 - Capturing non-cashable benefits
 - Self assessment
- Some of the lessons learned that could be applied elsewhere

Councillor Shabir Pandor, Portfolio Holder with responsibility for transformation introduced the discussion and highlighted the significant impact on the Council at the current time that required a complex programme of transformation activity. All projects were intended to deliver cashable savings and improve outcomes. Michelle Nuttall continued to outline the work streams of the programme including adult social care, community plus, children's improvement and corporate enablers. The community plus programme included the implementation of Early Help Hubs and the development and implementation of the Community Plus offer. It was noted that a new manager had been appointed to lead the commissioning strand which would include town centre growth and vitality and local placements for looked after children.

Michelle Nuttall continued to explain the governance mechanisms for the transformation programme which included a Redesign Board chaired by a Strategic Director: a Transformation Portfolio Board which reported to Cabinet and the Leadership Management Team. Standard updates include the monitoring of risks and issues on a monthly basis as well as financial and milestone monitoring.

Through tracking savings it was anticipated that by year end of the total anticipated savings of £54 million, the programme would achieve 95% of those savings. It was noted that variances were largely due to unanticipated spend in certain areas of adult social care and child social care as well as the implementation of the new approach to early intervention and prevention.

The presentation continued to explain to the Scrutiny Panel how savings were monitored at project level and captured the difference that was being made, i.e. non-cashable changes. An example was given of the outcomes of a survey of early adopters of mobile and agile technology to see if anticipated benefits were being achieved.

The Scrutiny Panel continued to look at a tracking document which summarised the achievement of milestones from July to August 2017. It provided an at a glance summary of where projects were not on track and explained reasons for delay.

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Ms. Nuttall highlighted some of the learning points from the process to date. Firstly that the centralising of staff who supported change and transformation across the organisation into a single team had made a real difference to the transformation programme. It provided greater visibility across all activity and a standardising of reporting and ways of working. It had also seen increased collaboration across related projects and a reduction of duplication. Significant effort had been put in to project management with strong plans and a good understanding of how projects link to the medium term financial plan savings targets. The emphasis was on developing a culture of high challenge, high support which supports more objective, informed discussion and decision making. Finally the work undertaken by Deloitte's, the Councils transformation business partner, had made a significant difference to the progress seen in 2017/18. The external support and expertise had complemented the work of internal teams.

In considering the presentation, the Panel asked how lessons would be learned in such a way that mistakes were avoided in future years. The Panel welcomed the level of programme planning but it was suggested that performance targets were not precise enough. There also needed to be more detail for Councillors to understand the reasons why we weren't achieving specific targets as planned.

The Committee noted at the previous meeting it had requested information concerning the corporate enablers strand in particular details of targets, including Citizens Account and expectations of sign up. The Governance Officer undertook to chase up this information.

In response to the questions asked Ms Nuttall indicated that variance in savings was not always directly connected to a transformation project. The Panel suggested that the Transformation Programme was not required to deliver the entire budget savings therefore it was important that overspend generated in areas outside the Transformation Programme scope did not skew the achievements of the programme. Michelle Nuttall indicated that more detail went to the Redesign Board and it wasn't possible to include everything in a presentation. It was however recognised that there needed to be a separation regarding savings achieved through the programme and overspend as part of other budget lines. It was also agreed that there was further work required on targets in some areas of the programme.

The Panel wanted to understand the expected milestones throughout a project, for example the My Kirklees account. The example of 30, 60, 90 day targets was given which would enable Councillors to understand what the next achievement would be and also to understand the anticipated and deliverable outcomes of the project. There followed a discussion on the political governance of the project and Councillor Pandor explained that he was the Lead Cabinet Member who maintained an overview of the project and there was also reporting to the Leadership Management Team and Cabinet.

The Panel asked that the transformation portfolio plan tracking be re-circulated with details of the overspends and further clarity of reasons for exceptions.

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The Scrutiny Panel continued to discuss the clarity of risks and how specific the understanding was about the risks associated with non-delivery of projects within timescales. It was evident that there was a continuing risk of unanticipated demand which had resulted in overspend. It was important that this risk was factored into future forecasting and risk management. The Panel considered it important that the transformation programme leads were made aware at the earliest opportunity of potential variances.

It was suggested that the Scrutiny Panel could track a particular work scheme to see how it developed, the organisational development work stream was suggested. There followed a discussion on the Commercialisation work stream which included a project on reducing support to schools organisation planning and school admissions. It was suggested that the Panel could be briefed on what that involved.

It was further suggested that some areas of the programme were things that the Council should be doing anyway, for example having IT solutions and pushing forward in digitalisation. It was important to be ambitious for the tax payer and to deliver the best services for users. Councillor Pandor acknowledged that the programme was underpinned by new ways of working, for example having a mobile and agile workforce through the use of IT.

The Scrutiny Panel thanked Councillor Shabir Pandor and Michelle Nuttall for attending and setting out information on the transformation programme. It was agreed that Michelle Nuttall would provide information on some of the issues raised during the discussion and would come back to a meeting of the Panel in January 2018 with a further update and more in depth focus on particular areas.

RESOLVED –

1. That Councillor Shabir Pandor and Michelle Nuttall be thanked for their presentation.
2. That the overview of the current position of the Transformation Programme be welcomed and noted.
3. That Officers provide email updates in respect of details of targets for Citizen Accounts; the financial information behind the milestone tracker; the commercialisation work stream.
4. That the programme should show a clear separation between budget overspend and attainment of savings generated as part of transformation activity.
5. That there should be a mechanism in place to ensure that demand risks are identified and there is clarity of the implications of those risks and how they might be mitigated.
6. That a further update on the Transformation Programme be presented to the Scrutiny Panel in January 2018. Included in that discussion will be an overview of the organisational development workstream and consideration of the risk log.

5 Work Programme

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The Committee considered its work programme and agenda plan for 2017/18 municipal year.

In discussing a potential item on access to services it was suggested that this might be combined with the library review which was due to be considered shortly by Cabinet. The Panel noted that procurement had rolled forward and would now be considered at the December meeting. The Panel also agreed to the existing items on the agenda plan for the December meeting.

RESOLVED -

1. That a further update on the Transformation Programme be considered on 12 January 2018.
2. That an item on access to services be timetabled and if possible, linked to the Library Review and Huddersfield Library & Art Gallery proposals.

6 Date of Next Meeting

The Panel noted the next meeting would be held on 13 December 2017 at 1.00pm. There would be no pre-meetings before Panel meetings.

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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.



Transformation Programme Procurement Project Update

November 2017

Areas highlighted for involvement

Two areas highlighted for scrutiny involvement;

- Review of current processes
- Internal restructure and competing priorities of approach compared to Social Value considerations

Outcomes identified;

- Develop an understanding of the current process requirements and influence the review being undertaken
- Develop an understanding of the project being undertaken by Deloitte and consider the competing priorities highlighted as part of the Social Value work and consider how these can influence the project work.

Current Position




- Traditionally the procurement process has predominantly been about factors relating to cost (price), compliance (with European Procurement Law & UK legislation), risk and quality
- Procurement at Kirklees is mostly devolved across the organisation, with limited visibility, controls and risk management Council-wide
- This can present challenges and confusion for Kirklees and its potential supplier base with the potential for inconsistencies in practice and approach (e.g. processes and protocols, documentation, pre-market engagement, Social Value and contracts for similar goods)
- Procurement transformation project has involved taking stock of procurement in Kirklees

Aims of the project

- 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; and
- Support local economic growth through local spend
- Assess how changes to commissioning and procurement can stimulate local social value and contribute to good growth

Project approach – Overview

The Procurement project will take the form of three key strands of work focused on improving data visibility, developing future ways of working and delivering procurement savings in specific categories of spend

Project Stage:	Activities:	Key Measures of Success:
 <p>1. Analyse and segment third party spend to develop the savings baseline</p>	<ul style="list-style-type: none"> Analyse a complete 12 month set of invoice data to understand categories, suppliers and invoice volumes Review contracts data and procurement forward plan data Agree a spend baseline that may be addressable by procurement levers, against which savings can be monitored Develop a benefits tracking methodology and set direction for the rest of the project 	<ul style="list-style-type: none"> ✓ Increased data visibility ✓ Clear spend and savings baseline agreed ✓ Benefits tracking methodology agreed ✓ Categories selected for procurement savings ✓ Standard reporting templates for the future
 <p>2. Develop and embed the future Procurement operating model and ways of working</p>	<ul style="list-style-type: none"> Implement system controls to support data visibility and greater governance over third party spend Design and embed more joined up processes and ways of working across the Council’s procurement activities Review and implement clearer procurement governance and sign-offs Understand skills and capacity needed to shift to a more proactive and strategic approach 	<ul style="list-style-type: none"> ✓ Less reactive, more strategic procurement ✓ Cross-Council ways of working ✓ Greater controls and governance ✓ Long-term sustainability ✓ Early engagement by procurement in the commissioning process
 <p>3. Identify and deliver “quick win” savings in key categories of spend through an agile approach</p>	<ul style="list-style-type: none"> Apply a full range of possible levers to addressable categories of spend to deliver short-term savings (may include e.g. contract re-negotiation, compliance, demand management as well as other procurement levers) 	<ul style="list-style-type: none"> ✓ Tangible savings ✓ Effective category management ✓ Increased contract management

Council-wide engagement summary

- In order to define the current ways of working for Procurement across the Council and gather a broad range of views on priorities for the future, we have engaged approximately 40 stakeholders in over 30 meetings and captured their thinking on the risks of the current position and priorities for the future
- Updates on the project have been sent to Central Management Group with the option for services to engage in consultation

Key stakeholder themes:

1. Recognition current arrangement is not satisfactory
2. Balance of technical procurement expertise vs. specialist service and/or market-based knowledge
3. Visibility and control over contracts, supplier relationships, requisitioning and third party spend
4. Access to reliable contracts and spend data
5. Better visibility and management of risk
6. Clarity on roles and responsibilities between commissioning, procurement, transactions and contract management
7. Ability to plan ahead and develop future plan vs. responding to last minute requests for support to allow for more fit for purpose contracts

We have synthesised stakeholder views and priorities into a set of key design principles for future procurement

it's time to change...

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ournewcouncil

Future Procurement – Critical success factors

Based on stakeholder feedback from across the Council, the following factors have been cited as critical ingredients for future procurement, regardless of the specific model and structure selected

The ultimate aim of the future Procurement Operating Model is to harness the Council's overall buying power to deliver efficient, safe, sustainable and best value services for tax payers		
1	Authority to procure and new governance	<ul style="list-style-type: none"> Ensure that new governance is set up to sign off requested new procurements and "check and challenge" Council-wide procurement activity
2	Refresh and standardise process and policy	<ul style="list-style-type: none"> Develop and implement refreshed, commonly understand procurement policies and procedures to be adopted by all involved in procurement activity across the Council
3	Clarity on roles and responsibilities	<ul style="list-style-type: none"> Define and communicate scope of roles between commissioning, procurement, transactional processing and contract management. Ensure that Council teams understand who to contact and when in relation to procurement queries
4	Communications and change	<ul style="list-style-type: none"> Work with Council teams to increase awareness and embedding of new ways of working for procurement; manage the change effectively to ensure take-up
5	Data visibility and analytics	<ul style="list-style-type: none"> Define the specific information and reporting requirements for procurement; identify analytics inputs / skills required and maintain up to date comprehensive records Council-wide to inform procurement decision-making
6	Council-wide contracts register and risk management	<ul style="list-style-type: none"> Allocate resource to undertake full data gathering review of Council contracts and contractual commitments; develop Council-wide up to date contracts repository and process to ensure it remains up to date
7	Council-wide supplier relationship management	<ul style="list-style-type: none"> Develop robust view of Council-wide supplier relationships and implement strategic approach to managing different groups of suppliers
8	Business partnering between commissioning and procurement	<ul style="list-style-type: none"> Develop strong relationships between service-based commissioners and procurement technical specialists
9	Forward-looking, more strategic view	<ul style="list-style-type: none"> Utilise strengthened data visibility to develop more-proactive, forward-looking view of procurement activity and pipeline
10	Training and development	<ul style="list-style-type: none"> Review and address training and development needs to support new ways of working

Where are we now

Category Optimisation: agile approach to identifying and realising potential savings opportunities in third party procurement spend

Using baseline spend identified in phase 1;

- 6 areas identified for prioritisation; Temporary Staff, ICT, Facilities Management, Travel and Transport, Professional Services and Children's' Service
- Identified £6.5m saving target over a 3 year period (to be achieved by 2018/19)
- Targets and benefits tracking have been established for 5 areas
- Progress, risks, challenges, opportunities and lessons learnt will be reviewed and monitored

Procurement operating model designing and agreeing a new, more joined up way of working for the Council's current devolved procurement activities

- A change in the procurement operating model has been endorsed at Transformation Portfolio Board
- Detailed design and implementation plan to be developed in conjunction with key stakeholders for a category led approach to procurement

Procurement Transformation Project and Social Value

Opportunities;

- For Scrutiny Panel to influence our approach
- To influence, shape and embed our approach to Social Value throughout the council more consistently and effectively through the new operating model
- To revisit and build on the work of the Policy Committee cross party task and finish group
- To review and refresh our policy and approach
- To continue the dialogue with West Yorkshire and York authorities on approaches to social value and Inclusive Growth
- To learn from others that are recognised as progressive in this area

Recognising that;

- Political leadership will be important in determining the councils ambition and approach to Social Value and Inclusive Growth
- Procurement is a cycle – it flows from commissioning, design of the service or goods, through to tendering, through to award of contract, through to monitoring. To be successful we need to consider a number of key success factors at each of these stages of the cycle

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 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>Wednesday 13th December 2017</p> <p>1.00pm.- 3.00 pm</p> <p>Council Chamber HTH</p>	<p>Public Items:</p> <p>Overview of Procurement workstream on Transformation Programme</p> <p>Introduction to the Commissioning Authority approach</p> <p>Work Programme / Agenda Plan</p> <p>Informal Items</p>	<p>Jane Lockwood / Julie Muscroft (1.00 p.m.)</p> <p>Jacqui Gedman (1.45 p.m.)</p> <p>Penny Bunker</p>
<p>Friday 12th January 2018</p> <p>2pm – 4pm</p> <p>Council Chamber, HTH</p>	<p>Public Items:</p> <p>Financial Monitoring (2.00)</p> <p>Access to Services (IT) (2.45)</p> <p>Transformation Programme (3.15)</p> <p>Work Programme / Agenda Plan (4.00)</p> <p>Informal Items</p>	<p>Debbie Hogg/ Eamonn Croston</p> <p>Dave Thompson / Carol Stump</p> <p>Michelle Nuttall</p> <p>Alaina McGlade</p>
<p>Friday 9th February 2018</p> <p>9am – 11am</p> <p>Council Chamber, HTH</p>	<p>Public Items:</p> <p>Financial Monitoring (TBC)</p> <p>Democracy Commission Update</p>	<p>Debbie Hogg</p> <p>Cllr Cathy Scott / Carl Whistlecraft</p>

	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.

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