

Agenda

**Meeting: Corporate and Partnerships
Overview & Scrutiny Committee**

**Venue: Grand Meeting Room,
County Hall, Northallerton DL7 8AD
(see location plan overleaf)**

Date: Monday 20 April 2015 at 10.30 am

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Business

1. **Minutes of the meeting held on 19 January 2015**

(Pages 1 to 7)

2. **Public Questions or Statements.**

Members of the public may ask questions or make statements at this meeting if they have given notice to Neil White of Policy & Partnerships (*contact details below*) no later than midday on Wednesday 15 March 2015, three working days before the day of the meeting. Each speaker should limit themselves to 3 minutes on any item. Members of the public who have given notice will be invited to speak:-

- at this point in the meeting if their questions/statements relate to matters which are not otherwise on the Agenda (subject to an overall time limit of 30 minutes);
- when the relevant Agenda item is being considered if they wish to speak on a matter which is on the Agenda for this meeting.

	<i>Suggested timings</i>
3. Executive Member update – Oral report of County Councillor Carl Les	10.30-10.40
4. 2020 North Yorkshire cross-cutting theme: Organisational Development – Oral Report of the Head of HR - Children & Young People's Service.	10.40-11.10
5. Annual Report For Procurement Services 2014/15- Report of the Corporate Director – Strategic Resources. (Pages 8 to 21)	11.10-11.40
6. North Yorkshire Community Safety Partnership Plan – Report of the Chair of the North Yorkshire Community Safety Partnership. Executive (Report To Follow)	11.40-12.10
7. Work Programme – Report of the Scrutiny Team Leader. (Pages 22 to 25)	12.10-12.15
8. Other business which the Chairman agrees should be considered as a matter of urgency because of special circumstances.	12.15

Barry Khan
Assistant Chief Executive (Legal and Democratic Services)

County Hall
Northallerton

Date 10 April 2015

NOTES:

- (a) Members are reminded of the need to consider whether they have any interests to declare on any of the items on this agenda and, if so, of the need to explain the reason(s) why they have any interest when making a declaration.

The relevant Corporate Development Officer or Monitoring Officer will be pleased to advise on interest issues. Ideally their views should be sought as soon as possible and preferably prior to the day of the meeting, so that time is available to explore adequately any issues that might arise.

(b) **Emergency Procedures For Meetings**

Fire

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Persons should not re-enter the building until authorised to do so by the Fire and Rescue Service or the Emergency Co-ordinator.

An intermittent alarm indicates an emergency in nearby building. It is not necessary to evacuate the building but you should be ready for instructions from the Fire Warden.

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First Aid treatment can be obtained by telephoning Extension 7575.

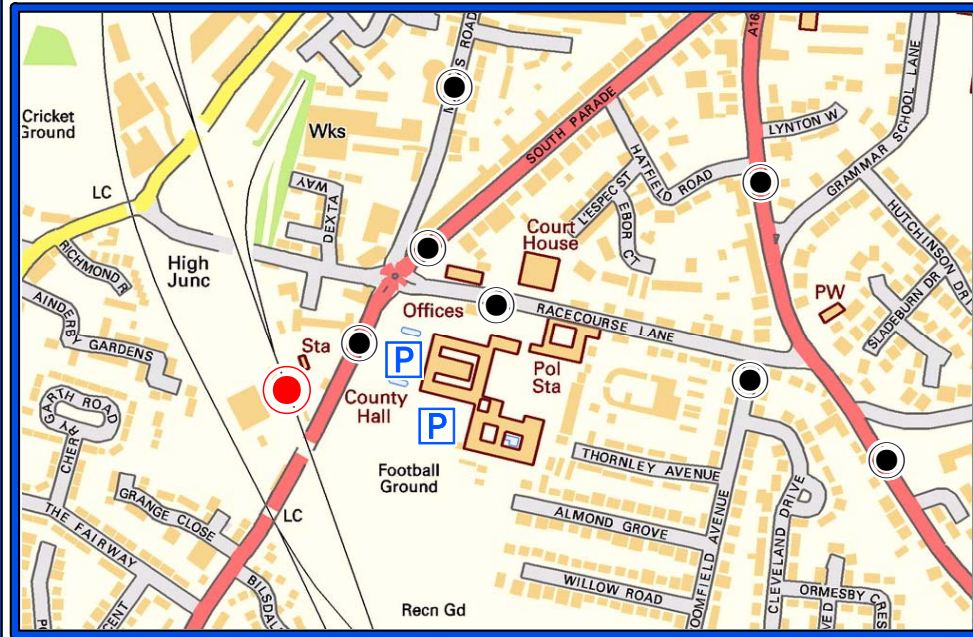
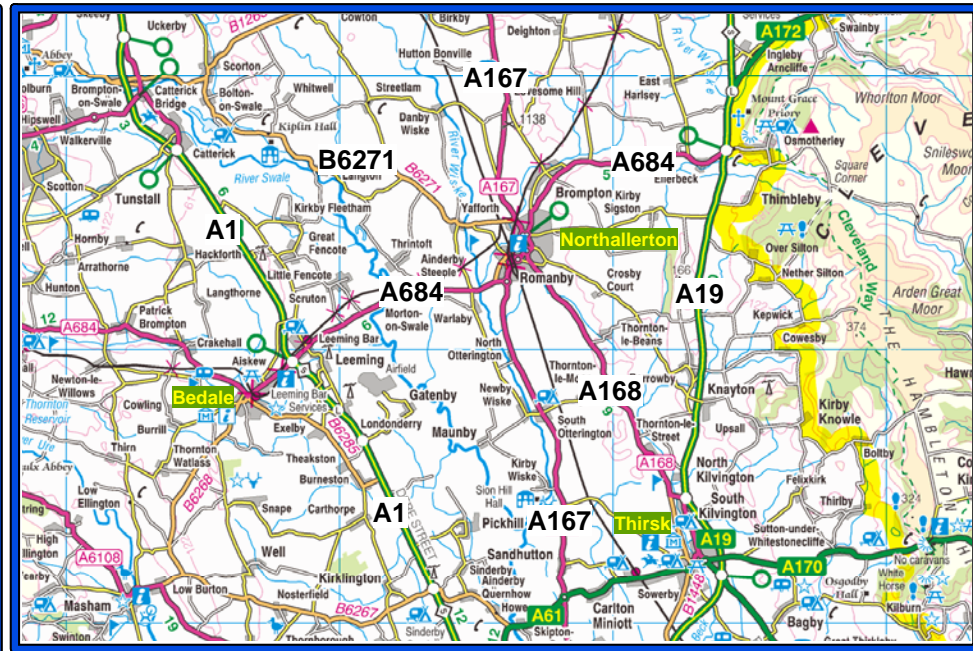
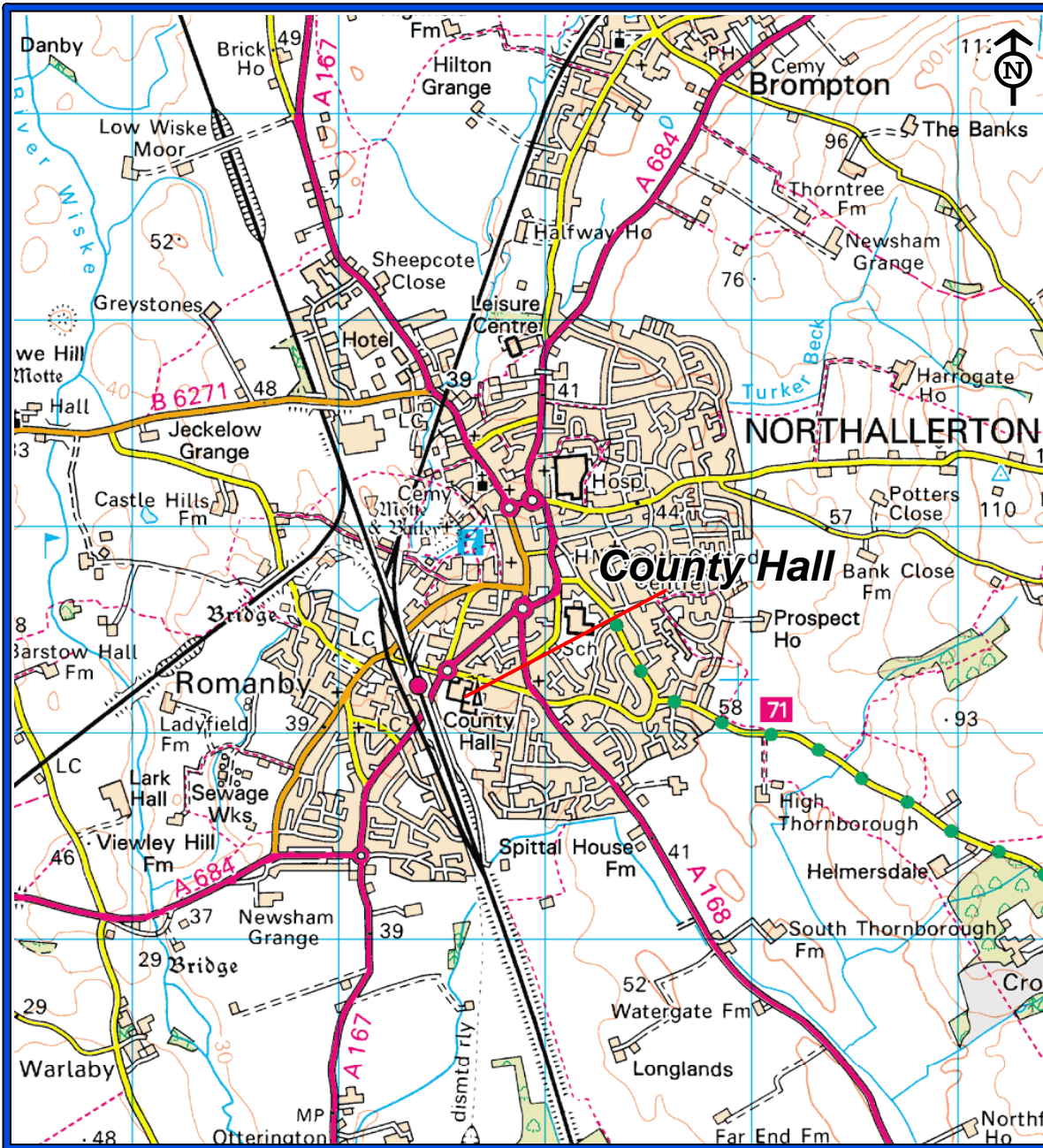
Corporate and Partnerships Overview and Scrutiny Committee

1. Membership

County Councillors (13)								
	Councillors Name			Chairman/Vice Chairman	Political Party	Electoral Division		
1	ARNOLD, Val				Conservative			
2	BASTIMAN, Derek			Chairman	Conservative			
3	BATEMAN, Bernard MBE				Conservative			
4	BLACKBURN, John				Conservative			
5	BUTTERFIELD, Jean				Conservative			
6	CROSS, Sam				UKIP			
7	ENNIS, John				Conservative			
8	LEE, Andrew				Conservative			
9	PARSONS, Stuart				NY Independent			
10	RANDERSON, Tony				Labour			
11	SHAW-WRIGHT, Steve			Vice Chairman	Labour			
12	SHIELDS, Elizabeth				Liberal Democrat			
13	SWALES, Tim				Conservative			
Total Membership – (13)				Quorum – (4)				
	Con	Lib Dem	NY Ind	Labour	Liberal	UKIP	Ind	Total
	8	1	1	2	0	1	0	13

2. Substitute Members

Conservative		Liberal Democrat	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1	ATKINSON, Margaret	1	HOULT, Bill
2	BAKER, Robert	2	De COURCEY-BAYLEY, Margaret-Ann
3	PLANT, Joe	3	
4	MOORHOUSE, Heather	4	
5		5	
NY Independent		Labour	
	<i>Councillors Names</i>		<i>Councillors Names</i>
1	HORTON, Peter	1	
2		2	
3		3	
4		4	
5		5	
UKIP			
	<i>Councillors Names</i>		
1	SIMISTER, David		
2			
3			
Independent			
1			



Visitor Parking
at County Hall



Northallerton National
Rail Station



Bus Stops

County Hall

Northallerton
North Yorkshire
DL7 8AD



North
Yorkshire County Council

Tel : 0845 8 72 73 74

North Yorkshire County Council

Corporate and Partnership Overview and Scrutiny Committee

Minutes of the meeting held at County Hall, Northallerton on 19 January 2015 at 10.30 am.

Present:-

County Councillor Derek Bastiman in the Chair

County Councillors Val Arnold, John Blackburn, Jean Butterfield, Sam Cross, John Ennis, Andrew Lee, Stuart Parsons, Tony Randerson, Steve Shaw-Wright and Tim Swales

Also in Attendance

County Councillor Carl Les (Executive Member)

Officers: Robert Ling, Assistant Director (Technology & Change), Helen Edwards, Head of Communications, Stuart Langston, Shared Head of Health and Safety, Fiona Sowerby, Corporate Risk and Insurance Manager and Jonathan Spencer, Corporate Development Officer

Present by Invitation: Joanne Atkin, Area Manager Public Protection, National Probation Service

Copies of all documents considered are in the Minute Book

40. Minutes

Resolved –

That the minutes of the meeting held on 13 October 2014, having been printed and circulated, be taken as read and be confirmed and signed by the Chairman as a correct record.

41. Public Questions or Statements

There were no public questions or statements.

42. Executive Member Update

Considered -

The oral report of Executive Member County Councillor Les highlighting some of the recent items considered by the Executive since the last meeting of the Committee and identifying some of the key priorities for the coming months.

Key issues included:

- The financial settlement for 2015/16 was largely as expected.
- The Stronger Communities team was now in place and working on mapping their areas, and attending all Area Committee meetings.
- The first meeting of the County wide Community Safety Partnership had been held in October. Mary Weastell, in her capacity of Chief Executive of Selby District Council, had been appointed as Chair.

Future issues included:

- The partnership with the local newspaper group Johnston Press was due to be reviewed. Since the partnership started in February 2012, the Council had been including one page of information in six local papers each month, at a total cost of approximately £2500. The exact cost was linked to the level of public notices that the Council placed. This partnership was set up as a way of ensuring that residents were kept up to date with important Council information following the cancellation of the monthly Council newspaper NYTimes. The partnership has been kept under review and would be looked at again towards the end of the financial year. Executive County Councillor Carl Les said that he was conscious of the savings requirements for the Council, and was considering whether to continue with the partnership. He was minded to do so as it was innovative and cost effective. The Department for Communities & Local Government had just asked for volunteer councils to come forward for trials on piloting how councils and newspapers could work together to modernise public notices and their publication. He would be looking at whether the Council's work with Johnston Press could become one of those.

Members made the following key comments:

- The current partnership with Johnston Press provided good value for money and should be continued.

Resolved -

- a) That the report be noted.
- b) That the Committee recommends the continuation of the County Council's partnership with Johnston Press.

43. Overview of 2020 North Yorkshire Cross-Cutting Themes

Considered -

A report and presentation provided by Robert Ling, Assistant Director (Technology and Change) sharing progress of the 2020 programme, managing the programme and the current position of the cross-cutting themes.

The presentation outlined:

- The financial summary of total programme
- Managing the programme
- Project Management Office: Role & Responsibilities
- End Stage Review

- Cross cutting themes:
 - Customer – key activities to date and challenges
 - Stronger Communities – key activities to date and challenges
 - Organisational Development – key activities to date and challenges
 - Alternative Delivery Models and Commercial
 - Property – key activities to date and challenges

Robert Ling elaborated on the 2020 cross-cutting themes. He noted that the purpose of the Customer theme was to standardise, simplify and further reduce costs. The current focus was on working with the HAS directorate around the requirements of the Care Act 2014 and the Better Together programme in Selby. Technological changes would be part of the customer theme including greater

use of the internet by customers to 'self-serve'. Digital improvements were not without costs however. The challenge was how to decrease costs of providing customer services whilst working towards achieving customer excellence.

The Stronger Communities theme was a key plank of the 2020 programme. A Head of Stronger Communities and 7 Delivery Managers covering each of the districts were now in place. The current focus was on the library consultation. The team was currently mapping the impact of service changes by geographical area. The big challenge was to understand the cumulative impact of service changes – for example reducing the number of Childrens' Centres at the same time as reducing bus services. There would be no standard approach across the county as communities needed to be allowed to develop something that was right for the area.

The Organisational Development theme was about the County Council becoming a smaller, more innovative Council. A key part of this was ensuring that the County Council employed the right people with the right skills required to move the Council forward. A series of pilots were underway.

The Alternative Delivery Model and Commercial theme was originally two separate workstreams. However it had become apparent that they were one and same. One of the challenges was to understand the long term viability of these models before proceeding.

The Property theme involved greater use of shared accommodation to link in with new ways of working and reducing the amount of property overall. The challenge was to align property requirements with service changes.

Members made the following key comments:

- A Member queried the ways in which customer experience could be improved whilst reducing the costs of service delivery. Robert Ling replied that one of the ways of doing this was to know the customer better so that the individual did not have to provide information from scratch every time they contacted the County Council. By reducing multiple systems, costs could be reduced.
- The need to take into account the impact that budget cuts in one directorate had upon others. There was also a need to look at the impact that County Council cuts had upon other organisations such as the health service. Instead of taking a silo approach our service planning should be aligned with those of our partners. Robert Ling acknowledged that there were no easy answers when each organisation was under budget pressures. He acknowledged the interdependency of public sector providers, noting the recent increase in A&E waiting times due to bed blocking issues and the impact that this then had upon social care provision. He highlighted the increasing links that were being made between the County Council and the health sector such as through the reablement programme. The Health & Wellbeing Board was also bringing health professionals together. The County Council was also working with some district councils in North Yorkshire on shared services provision.
- Clarity was needed on when the Stronger Communities grant scheme would be up and running, what its precise use would be and the amount available for each scheme.
- Within the authority each director was focusing on their own individual projects so how was progress being tracked to ensure that the savings programme as a whole remained on target? What measures were taken

when there was slippage in the timescales and savings for each project? Robert Ling explained that the different savings programmes in each directorate were being tracked centrally and he went on to explain the governance structure in place including the NY Operations Group and the Programme Board. If there were delays with a project achieving its savings target the Programme Board determined how the savings would be picked up. This would either be from within the same directorate or from elsewhere in the organisation.

- There could be no one size fits all solution across the county to community involvement in the running of services. Each district had its own problems and solutions. Robert Ling confirmed that Stronger Communities in each district would focus on a project by project basis tailored to meet the needs of local communities. He went on to mention about the business intelligence gathering exercise that was being undertaken.

Resolved -

That the report and presentation be noted.

44. Transforming Rehabilitation - Changes to the Probation Service

Considered -

The report of the Area Manager Public Protection, National Probation Service, updating the Committee of the changes to delivery of probation services under the Government's Transforming Rehabilitation agenda.

Joanne Atkin referred to section 2 of the report explaining the background to the changes brought about by the Government's Transforming Rehabilitation agenda, including the introduction of Community Rehabilitation Companies (CRCs) and the creation of the National Probation Service. Purple Futures had won the contract to provide the CRC for Humberside, Lincolnshire and North Yorkshire. She referred to the Appendices 1 and 2 of the report showing the divisional areas for the National Probation Service and the geographical areas of each of the CRCs.

Joanne Atkin mentioned about what the changes would mean in practice. She commented that the National Probation Service remained committed to delivering the highest standards of work and its priorities remained the same. In York and North Yorkshire the Probation Service benefitted from having experts in assessing and managing offender behaviour. Although it had been a busy transition period with lots of new operating procedures to put in place staff were working hard to maintain business as usual.

Joanne Atkin went on to refer to section 4 of the report explaining about the requirements of the Offender Rehabilitation Act 2014.

Members made the following key comments:

- It was imperative to ensure that very good lines of communication and co-operation would be established between the Probation Service and the CRC in the county if re-offending rates were to be driven down. Of concern from a training and qualification point of view was that CRCs were not required to employ qualified staff. Would a training regime be put in place to mitigate risks? Joanne Atkin replied that all of the companies that had bid for the CRC contracts had been required to include staff development in their submissions. Furthermore in North Yorkshire a number of staff from the

previous Probation Trust had been transferred over to the CRC. There would also be the possibility of other staff in the Probation Service having placements in the CRC. The Probation Service and Purple Futures would be delivering joint training on aspects such as Child Protection. Despite the challenge of the organisational changes and the disruption caused the nature of the work and key priorities remained the same. Some opportunities had arisen by the re-organisation in that the increased geographical coverage of the Probation Service in this area meant that it was easier to deal with offenders on a cross-county basis.

- A Member commented that as a union representative he had been aware of a number of stress-related cases of absence in the Probation Service in the past. He went on to ask what processes had been put in place to support staff in carrying out their duties through this time of change. Joanne Atkin acknowledged that it had been a challenging year with the introduction of new processes. The Probation Service locally had a good staff development structure which would remain. There was also a supportive leadership team in place working closely together to pool resources.
- It was noted that the impact on reoffending rates brought about by the changes would not be known for at least two years. The suggestion was made for a future Secretary of State for Justice to be invited to comment on the impact of the changes in North Yorkshire, particularly if there was not a positive impact on re-offending rates. Disappointment was expressed that a representative from Purple Futures had not been available to attend today's meeting.

Resolved -

- a) That the report be noted.
- b) That a representative from the National Probation Service and a representative from Purple Futures be invited to attend a meeting of the Committee in 2016 to provide a progress report on their joint working arrangements.

45. Position Statement and Performance Report: Health and Safety and Insurance

Considered -

The report of the Corporate Director - Strategic Resources providing the Committee with an update on the position statement, updating the Committee on the Council's Health and Safety function, including the most recently available performance data and providing an overview of insurance claims experience over recent years and an analysis of the pattern and costs of Public Liability claims over the last ten years.

Stuart Langston provided an overview of the health and safety section of the report. With reference to Section 3 of the report he referred to recent health and safety developments at the County Council including the co-ordination of H&S planning and reporting processes. There had also been an on-going programme of reviewing directorate health and safety procedures. Continued assistance was provided to directorates and schools to implement the findings of legionella risk assessments and other relevant audits.

With reference to section 4 of the report Stuart Langston referred to the developments in the management of health and safety. A review of the County

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Council's approach to health and safety and the health and safety risk management function was carried out in 2014. The main purpose of this review to evaluate how well the County Council performed against legislative standards and best practice. Arising from this review the County Council had now entered into an agreement with City of York to employ a Shared Head of Health and Safety overseeing health and safety at both Councils. This would have mutual benefits for both councils by sharing best practice and working more efficiently. The findings of the review had been used to develop an improvement action plan.

Stuart Langston went on to refer to Section 5 of the report relating to health and safety performance data. He reported on the reductions in serious employee reportable accidents from 2006/07 to 2013/14. There had been a slight increase in accidents in schools.

Fiona Sowerby provided an overview of the insurance section of the report, providing a position statement as at 30 September 2014.

Referring to section 7 of the report and Appendix B she provided a summary of the motor claims experience for each Directorate over the last three years.

Fiona Sowerby went on to refer to sections 8, 9 and 10 of the report and Appendices C and D relating to general liability claims experience, employers liability and public liability. As public liability claims are the greatest cost to the County Council she highlighted the further analysis provided in Appendix D.

Referring to section 11 of the report, Appendix D and Appendix E she highlighted that the figures for Business and Environmental Services remained the highest for the County Council in relation to public liability claims. One of the most common causes of claims is due to the surface condition of the highway such as potholes. The increase in the number of claims received were linked to the weather conditions during the three winters of 2009/10, 2010/11 and 2012/13. However the County Council has a strong record in repudiating public liability claims. The current repudiation rate for pothole/road surface claims was approximately 84% for each insurance year up to insurance year 2012/13. The defence of these claims was supported by various actions taken by officers in Business and Environmental Services, as set out in paragraph 11.12 of the report.

Fiona Sowerby referred to section 12 of the report relating to the recent tender exercise for the County Council's liability insurance. The latest premium was higher due to the increase in public liability claims across all local authorities. The insurance provider had been changed and the individual excess level had been increased from £100k to £250k.

Members made the following key comments:

- A Member queried why the 'fee for intervention' referred to in paragraph 5.9 of the report not been recharged to schools and what was the cost? Stuart Langston replied that it related to issues at some schools. As the schools were community schools the employer is County Council and as such the council is liable for the cost. However this had been taken up with the schools and a reminder sent to all schools.. The fee for intervention was about £160.
- The decrease in reportable accidents/incidents amongst employees was pleasing to note however account needed to be taken of the fact that a number of services had been contracted out and so did not reflect in these figures.
- A Member commented on an incident relating to a primary school in his

division in Selby district. Asbestos had been uncovered in the school building, which had then resulted in the school's closure on 13 and 14 October 2014 to allow for investigations to be completed. He asked why the County Council had not communicated the reason for the school's closure to parents when it happened. Stuart Langston replied that colleagues from the County Council had attended a meeting for parents and carers on 14 October to provide information and advice about the incident. A press release had gone out the Monday following the incident stating why the school had been closed. He acknowledged however that the timeliness of communications could always be improved and to this end would be working with the Council's Communications Unit. The Member concerned went on to ask what if any action would be taken against the first contractor for allegedly not reporting the discovery of asbestos. Stuart Langston said that he would report back on this after the meeting.

- o A Member queried if the County Council was getting value for money by paying such a large premium for £250k excess. She asked if consideration had been given to covering large claims only. Fiona Sowerby said that the local authority had looked at what was the most cost-effective level of excess based on the claims record. When the Council had undertaken its insurance tender exercise it had invited quotations based on excess thresholds of £100k, £250k and £500k. A £250k level of excess had proved to be the most cost-effective.

Resolved -

- (a) That the Health and Safety performance in 2013/14 be noted.
- (b) That the areas where further efforts should be made to improve the Health and Safety performance of the County Council be noted.
- (c) That the information provided in relation to insurance claims be noted and that any further action be taken as required.

46. Work Programme

The future work programme of the Committee was discussed.

Resolved –

That the items listed within the future Work Programme schedule be agreed without amendment.

The meeting concluded at 12.20pm

North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

20 April 2015

Annual Report for Procurement Services 2014/15

1. Purpose of Report

- 1.1 To provide a summary of procurement activity, benefits and improvements created for the Council during the year ended 31 March 2015.
- 1.2 To provide the Committee with details of the tenders awarded, savings achieved and results from service user feedback.
- 1.3 To present an overview of the revised 5-year Corporate Procurement Strategy and supporting Action Plans.

2. Overview

- 2.1 The Council, working in partnership with the North Yorkshire Procurement Service (NYPS) has had a significant year of activity. Time and knowledge has been invested in the creation of a revised Corporate Procurement Strategy. A Corporate Procurement Board has been established to focus on the strategic objectives and a Procurement Operational Group to focus on the delivery of the revised strategy. Both underpin the drive towards more ambitious and intelligent commissioning, procurement and contract management for the Council.
- 2.2 The report sets out, in detail the revised strategy that will see the procurement function operate more widely within the Council and the wider community. Future editions of the report will describe the tangible progress being made and the benefits being gained through the implementation of the strategy.
- 2.3 The Council has continued to deliver improvements in operational performance through implementing a variety of procurement strategies across the directorates. The Council now has a much improved understanding of where money will be spent through the Forward Procurement Plans. This means the correct resources and specialist support is deployed to achieve positive outcomes. With the new strategic direction the procurement service will move in to a continuous development phase that will drive further improvements.
- 2.4 The Council has worked proactively with established national and regional groups primarily to add to its strategic objectives and also to further collaborative opportunities. An example is the Council leading on a regional therapeutic services framework for adoption services that could also generate income for the Council.
- 2.5 During this reporting period there have been a number of positive outcomes for the Council:
 - Procurement savings of £3.76m achieved (January 2014 – 31 December 2014).
 - Revised Corporate Procurement Strategy 2014-2020
 - A detailed Strategy Action Plan underpinning the revised strategy.
 - New governance arrangements focussing on operational and strategic delivery.
 - Improved procurement 'pipeline' through detailed Forward Procurement Plans.

- Engagement with the 2020 North Yorkshire programme linking resource more closely with the business planning process.
- Increased investment in NYPS linking more closely to procurement opportunities and the needs of the Council.
- Significant collaboration and partnership working.
- Refreshed and updated procurement guidance and documentation.
- Striving for high standards in setting its ethics and compliance rules, and complying at all times with all laws and regulations in which public procurement operates.
- Knowledge transfer continued through the training programme and an investment in online training is to take place during 2015.

2.6 Objectives planned for completion in last year's report have either been achieved in this reporting period or have been captured within the revised procurement strategy.

3. Review of procurement activity and benefits

3.1 Directorate Procurement Champions, associated directorate staff and colleagues in NYPS have supported the delivery on a wide variety of procurement projects totalling £347m. The table in **Appendix A** provides a full list of the projects completed during this reporting period.

3.2 Procurement savings totalling £3.76m have been delivered through proactive procurement activity across all of the directorates. The table in **Appendix B** details the savings achieved.

3.3 Project highlights include:

- **Road and coastal defence construction** - following OJEU compliant tenders, contracts have been awarded for the Bedale, Aiskew and Leeming Bar bypass (part funded by the Department for Transport) and the Sandsend Coastal Road Defence scheme (part funded by the Department for the Environment, Food and Rural Affairs through their Partnership Fund). Work has now commenced on both projects which will bring substantial benefits to both the local communities and economies in these areas.
- **Integrated Passenger Transport** - a thorough review covered services provided in the Hambleton and Richmond areas including both local bus services and home to school transport. A series of e-auctions were held to enable best value to be achieved with total savings of £383k per year for BES and £465k per year for CYPs. To support the Council's value for money agenda a range of national framework agreements were reviewed to purchase vehicles. To date vehicles including low access minibuses and specialist vehicles for Trading Standards have been sourced via this route.
- **One-off procurements in BES** - these include the consolidation of traffic light signal management systems and maintenance in Scarborough and Harrogate, the Local Enterprise Partnership growth hub to support local small and medium sized enterprises/new start-ups and various road and bridge repair and maintenance contracts.
- **Waste Management** - the Council has now taken its waste management strategy forward with the start of construction work for the Allerton Waste Recovery Park. Procurements for a range of waste management services including a framework agreement for waste disposal services and contracts for local Household Waste Recycling Facilities have also been undertaken this year.

- **ProcureTwo** - procurement services contributed to the commercial aspects on a number of complex frameworks covering a number of suppliers and geographical areas in responsive maintenance, servicing of electrical equipment, water hygiene and approved inspectors. This £21.8m project required careful implementation and consideration of NEC contracts.
- **Casualty Insurance, Claims Handling and Brokerage** - a requirement to re-procure this £1.5m contract was delivered within the agreed timescale by using an established framework agreement. An innovative evaluation mechanism was devised to ensure fairness and transparency in evaluating three different options to ensure the Council was able to take the most economically advantageous option.
- **No Wrong Door** - after a successful bid to the Department for Education the Council was the first Authority to be awarded a grant of £2.15m to deliver the No Wrong Door scheme. The procurement service worked closely with the service team to lead on the procurement aspects of the project. The outcomes maximised the funding, ensured lead times were reduced to enable service mobilisation and the delivery of a scale and grow model to liaise with other LAs to share the Council's experiences of implementation. The scheme contributes to the overarching Council Plan 2015-2020 and the Children and Young People's Directorate Strategy, Young and Yorkshire 2014-2017.
- **Healthy Child Programme (HCP)** - the Health and Social Care Act 2012 handed new statutory responsibilities to local authorities for the health of their populations. Included within these are the commissioning responsibilities for a number of contracts including that of the 5-19 HCP. The HCP provides good practice guidance, nationally, for prevention and early intervention services for children and young people. The procurement process resulted in contracts, with separate providers, for a Core service, Targeted services and Residential Weight Management services. An additional Community Health Lifestyle Service can now be successfully delivered in house but be fully integrated in to the other areas that were tendered. This project has been a collaboration between the Council, Public Health England and NHS England with all parties being fully involved and signing off each aspect of the process. The annual spend across all areas outlined above is £3m.
- **Advocacy Services** - a fully compliant tender was undertaken in respect of this requirement to appoint a service provider to support young people in care who have concerns over the service they are receiving from the Council. Improved service delivery is now written into the new contract to provide service users with improved support whilst at the same time providing greater transparency to the Council. Potential savings of £10.5k have been identified on the whole life spend of £700k.
- **Home Improvement Agency and Handy Persons services** - £2.5m procurement for the provision of services across North Yorkshire has been in place since 1 April 2014. The service was jointly commissioned by the supporting people partnership of North Yorkshire which included Health and Adult Services, Health Community and District and Borough Councils. The principal aim of the service is to enable those older people, people on low incomes, disabled people and other vulnerable groups who may be in need of support to maintain their independence, health and well-being in their chosen home for the foreseeable future.
- **Domiciliary Care** - in order to meet future needs a review of the service determined that a new model was needed to promote efficiency, drive up quality and to provide a more competitive market led by providers who can respond more positively to customer choice and priorities. This is a complex area, however measurable benefits will include a rationalisation of overall cost of domiciliary care services; efficiencies in

process; customer satisfaction; delivering of personalised outcomes and providing value for money achieving an anticipated final financial saving of £2m.

- **Schools Traded Service** - the second year of this service has seen the establishment of SmartSolutions, a Council internal department with overall responsibility for the administration of the Traded Services. Guidance and information is available through the SmartSolutions platform. The procurement service has worked closely with Veritau, Finance and SmartSolutions to deliver a range of contracts including Grounds Maintenance, Telephone, Multi-functional devices and additional office solutions.

3.4 Guidance and Documentation:

- To support compliance, efficient working and clear communication in procurement across the Council a complete review and update of the Procurement Manual has been undertaken. This has been completed in conjunction with the re-launched procurement pages on the intranet. The manual now provides a step by step guide for each procurement process with links to the template documents to be completed at each stage and references to the Council's Contract Procedure Rules.
- As part of the revised strategy, all the template documents will be reviewed and updated, including development and streamlining of the Gateway Process.
- A user helpdesk for YORtender and procurement issues, together with quarterly training courses have continued to be provided by the NYPS team.

3.5 Enhanced Service Offering:

- Increased capacity within the NYPS team has been achieved with the creation of a Senior Procurement Officer together with an additional Procurement Officer post.
- The appointment of a dedicated Contract Manager has proved successful. This is on an invest-to-save basis and is already delivering significant benefits, having met and exceeded a savings target within 6 months of commencement in post.
- Procurement Officers continue to support the Directorate Procurement Champions and Business Partners with a number of projects across the directorates, in particular within CYPS and the Central Services directorates.
- The service provided and the relationship with the client remains a core priority. The results of the satisfaction surveys that are sent out to users of the service are positive. The level of satisfaction remains consistently high with all categories graded on average above level 4 "fully meets expectation". The results are based on 53 responses.

3.6 Training and procurement knowledge:

- The procurement training programme was formally reviewed during 2014, resulting in refinement and improvements to course content. The procurement champions have supported a review of officers requiring training, and by using the Forward Procurement Plans courses have been proactively brought to the attention of appropriate officers.
- Over 170 officers have been trained in seven course areas during 2014. Feedback continues to be positive, however feedback is sought to continually improve the training programme.

4. Future procurement in North Yorkshire County Council

- 4.1 As stated earlier in the report, a revised Corporate Procurement Strategy is presented in **Appendix C**. It will build on the expertise and good practice that is available in the Council, regionally and nationally and from across all sectors. The revised strategy is more ambitious and outward looking and complements the work emerging from the 2020 North Yorkshire Programme. It will link in to a number of the cross cutting themes in particular commercial focus and partnership working and alternative delivery models.

5. Strategy development

- 5.1 The revised strategy takes into account the need to consider procurement much more widely than the sourcing, evaluation and award process and is summed up succinctly in the vision statement which is:

“To be outcome focussed ensuring that all Commissioning, Procurement and Contract Management activity delivers Value for Money and efficiencies for the Council”.

- 5.2 The delivery of the strategy is built around three areas showing a progressively wider level of engagement, which are:

- Developing, training and equipping the wider procurement function
- Working within and supporting the wider Council
- Engaging with the wider community

- 5.3 There are a number of positive outcomes associated with these areas:

- The Council’s staff will be better trained and will work more commercially.
- Proactive advice and support adding more value to the Council's procurement activities.
- Over time the Council will select, implement and benefit from the latest technology and tools.
- Early planning will ensure that outcomes are exactly as intended and supplier performance is continuously improving.
- The best suppliers/providers are identified for each contract.

- 5.4 The components of the strategy are not designed to work in isolation but are interdependent, and designed to bring together/combine a number of themes that are tied together:

Commercial and Procurement Training - Through a gap analysis exercise an acknowledgement of the needs of all relevant staff involved in procurement will be recognised. Current training will be assessed for fitness for purpose. Current training will be enhanced and new training will be introduced. A clear outcome is to improve on the general commercial awareness of relevant staff, enabling them to understand and challenge the suppliers and wider supply chain they work in.

Category Management - A strategic approach will be adopted which organises procurement resources to focus on specific areas of spend. Essentially it is the use of Category experts, with deep commercial and market knowledge, to drive efficiency from procurement in a given spend category. The Category Management approach aims to ensure that a cross-council view of our major spend areas is taken in order to maximise value for money and realise benefits in practical terms.

Contract Management - Greater emphasis is to be placed on ensuring contracts operate as they were envisaged and procured. A balanced approach will be taken whereby more resource will be made available to manage contracts at both an operational level (managing the contract on a day-to-day basis) and at a strategic level

(improving the contract – supplier relationship management). Costs will be managed and efficiencies and savings will be achieved due to improved work in this area.

Partnering - Together with cross directorate collaborative procurement opportunities being sought within the Council, time and effort will be spent in building partnerships outside the Council both regionally and nationally. Collaborative opportunities will be sought with Districts, Local Authorities, Health and other parts of the public sector. The Council will also work with and learn from the private sector, which will allow the Council to consider and implement good practice to be adopted for greater efficiencies.

Market Engagement - Time spent before bids are submitted will give a valuable opportunity to identify and outline requirements more clearly, involve users, staff, potential suppliers (large and small and across sectors) early on, refine the specification, business case and budget and to select the most appropriate procurement route for the Council.

Process, Documentation and Compliance - Procurement practitioners throughout the Council will work from the latest guidance and documentation which will be updated frequently and will be consistent with training programmes. Information will be easily accessible from the intranet pages.

Communications - Working closely with the marketing and communications team the development of a comprehensive communications plan will engender discussions at all levels within the Council, which will lead to continuous improvements and innovation. Procurement teams will readily see that they are working for something larger than themselves and will be able to see the effect of their efforts on the bigger picture and see how their contribution impacts on the Council and its performance.

Risk Management - Combining the work within the process, documentation and compliance theme then all processes will be reviewed to understand how risk is being approached. By engaging with the risk management team then improved processes will be built to ensure effective risk management is applied to commissioning, procurement and contract management processes and that documentation prompts officers, within the Council, to consider risk correctly.

Technology and Tools - There is a broad range of applications that are available to support procurement processes. Through supporting the roll out of the Council's Purchase to Pay application (online catalogues and a 'shopping basket' tool) through to sourcing, contract and supplier management and analytical software the emphasis will be on ensuring the software is user friendly and that the Council invests in both implementation and business change so that real value can be delivered with the right business 'fit'.

Commercialisation and Income Generation - To enable the procurement function to rise to the challenges brought about by the financial pressures the Council is facing it will think more creatively and be more commercially minded. This approach will allow for the understanding and realisation of benefits from all funding streams including how contracts can be developed to generate income and building relationships across the Council including SmartSolutions.

Procurement performance - Over the lifetime of the strategy many benefits will be realised. These will be captured and communicated in a number of ways. Charting the success will be at the heart of the strategy and will be made up of financial, behavioural, compliance and longer-term performance measures where trends will be monitored and tactics employed to improve in areas identified.

6. Strategy implementation

6.1 The revised strategy will be implemented through the activities that are detailed in a Strategy Action Plan. The Action Plan has been developed around the themes referred to in Section 5.4. Each theme has been broken down further in to a number of actions. These actions link directly back in to the strategy, particularly around the following elements:

- What we will achieve
- What we need to do to achieve the vision

6.2 The actions are based around the principles of 'SMART' and have a time frame for completion. The newly formed Procurement Operational Group will be accountable for the delivery of the Action Plan.

7. Strategic control and operational delivery

7.1 The Procurement Operational Group will work as a coherent functional team. Cross Council working will be strengthened and the Directorate Procurement Champions will support procurement standards. The result will be a more disciplined framework for procurement which allows a more ambitious approach to be taken.

7.2 The Corporate Procurement Board that has been established using an existing management structure within Strategic Resources, will shape direction; ensure a good interface with service commissioning requirements; and ensure that the Strategy and Action Plan are well managed and stay on task. The operational Group will feed in/out of the board.

7.3 At least once a year Corporate Procurement Board will invite additional senior representation, drawn from the directorates to ensure a two-way shaping of the procurement strategy. This will also ensure linkage between the procurement function and commissioning work undertaken in directorates.

8. Targets

8.1 Throughout the Strategy's life its progression will be monitored and recorded by way of a number of wide ranging targets. These include procurement savings which have initially been set at £12m by the end of 2017. This has been determined by reference to information obtained from Forward Procurement Plans. It should be noted that the savings are recorded as procurement savings but remain cash reductions within Directorate budgets to avoid double counting – procurement is therefore being used as an enabler of savings for all areas across the Council.

8.2 Off-contract spend, where due to a variety of factors we procure outside of contracts, will be reduced significantly. We will also reduce our non-contract spend, where due to a variety of factors products or services are procured where there is no formal arrangement in place.

8.3 The Council is aiming to be recognised for doing things differently and over the next three years is targeting success in procurement awards. This will also allow us to promote the work of our very best contractors and providers.

9. Recommendations

9.1 It is recommended that the Committee:

- (i) notes the procurement activity, progress and savings achieved during the year;
- (ii) notes the revision to the Corporate Procurement Strategy and Governance arrangements for the delivery of the associated action plan.

Gary Fielding
Corporate Director, Strategic Services

Author of report:

Simon Toplass

Head of Procurement & Contract Management, Central Finance

Tel: (01609) 780780

Email: simon.toplass@northyorks.gov.uk

9 April 2015

Background Documents: None

Annexes: Appendix A – Procurement Projects

Appendix B - Savings

Appendix C – Corporate Procurement Strategy 2014-2020

Appendix A - Procurement Projects

	Title	Contract Value
BES	Waste Disposal and/or Interim Treatment	£120,000,000
BES	Bedale, Aiskew and Leeming Bypass (including land purchase)	£40,000,000
HAS	The Provision of Domiciliary Care Service Phase 1	£36,000,000
BES	Integrated Passenger Transport - Hambleton/Richmond Transport Review	£33,600,000
HAS	Integrated, recovery focused, adult substance misuse service	£20,319,000
CS	Responsive Maintenance (One Property)	£16,800,000
CYPS	Healthy Child Programme	£15,000,000
BES	Sandsend Coastal Defence	£8,000,000
HAS	Carers support (collaboration with CYPS)	£4,549,000
CYPS	Carers Project (in collaboration with HAS)	£4,500,000
HAS	Sexual Health Reconfiguration Procurement	£4,465,000
HAS	Domestic Abuse, Refuge, Making Safe and Children's Therapeutic Services (collaboration with CYPS)	£4,032,000
CS	Servicing of Electrical Equipment and Plant	£3,800,000
CYPS	Adoption Support Fund	£3,000,000
HAS	Supporting People Mental Health Services. The provision and delivery of a housing related support service for people with Mental Health Problems	£2,800,000
HAS	Home Improvement Agency/Handypersons Service	£2,736,000
BES	A63 Selby Reconstruction work Phase 1	£2,700,000
CYPS	Personalised Learning Pathways and Community Learning	£2,200,000
BES	Purchase and/or Contract Hire of Vehicles Round 1	£1,946,000
HAS	Countywide housing related support service for offenders across North Yorkshire	£1,839,000
HAS	Emergency and Extended Supported Lodgings (collaboration with CYPS)	£1,575,000
CYPS	Schools ICT Management Information System 2016	£1,400,000
CS	Insurance - casualty only	£1,200,000
CS	Water Hygiene	£1,080,000
BES	Transport services	£1,000,000
CS	New Ways of Working – Citrix licences	£900,000
CS	Pension - administration service	£883,000
CS	Approved Inspection (Building Control)	£850,000
BES	Area 4 Highways Re-surfacing	£780,000
CS	Oracle Reporting, Forecasting and Planning in the cloud and business intelligence	£765,000
CYPS	Advocacy Services	£680,000
HAS	Support Service for Gypsies, Roma, Travellers and Showpeople across North Yorkshire	£625,000
CS	Agency Services	£600,000

CS	North Yorkshire Local Assistance Fund Administration	£599,000
CS	Cleaning and Janitorial	£500,000
CS	Income Management System	£500,000
BES	Urban Traffic Control (UTC) and Urban Traffic Management Control Consolidation (UTMC) - Traffic Signals	£470,000
CS	Removal Services	£360,000
BES	Peasholm Glen Bridge Repairs	£345,000
CS	Insurance Claims Handling Service - casualty only	£300,000
CYPS	Site Inspection Maintenance of Physical Education equipment	£290,000
CYPS	After Adoption Project – long term	£250,000
CYPS	Medical reports 2014 for adoption and fostering – long term	£250,000
CYPS	No Wrong Door - Appointment of Body to Evaluate Whole Project via DfE Framework	£220,000
CS	Pension - actuarial service	£210,000
CS	Corporate Printing Services	£200,000
CS	Furniture Framework	£200,000
CYPS	No Wrong Door - Appointment of Speech & Language Therapists (Interim Arrangement)	£200,000
CS	Building Control	£190,000
BES	Technical Procurement Advice	£165,000
CS	Confidential shredding	£150,000
CS	Healthwatch - North Yorkshire	£140,000
CS	NHS Complaints Advocacy	£140,000
CYPS	No Wrong Door - Appointment of Life Coaches (Interim Arrangement)	£120,000
CYPS	Children's Social Care Procedures Project	£103,000
BES	Integrated Passenger Transport – Lease of Vehicles	£100,000
CS	Coroners Software	£90,000
CS	Employee Assistance Programme	£85,000
CS	Treasury Management Consultancy Services	£75,000
CS	Water coolers	£67,000
CS	LexisNexis Butterworth's Online Legal Research - the research database	£57,000
CS	Microphone system for Council Chambers	£52,000
CS	Uniforms	£40,000
CS	Accounts Payable Forensics - Accounts Payable Financial Solution	£30,000
CS	Photography	£24,000
CS	IT Health Checks (Penetration Testing) - Regional	£22,000
CS	Corporate Travel	£20,000
CS	Survey System / Consultation	£14,000
Total		£347,202,000

Note:

Information on specific projects under £10,000 is held by NYPS/Directorate Procurement Champions.

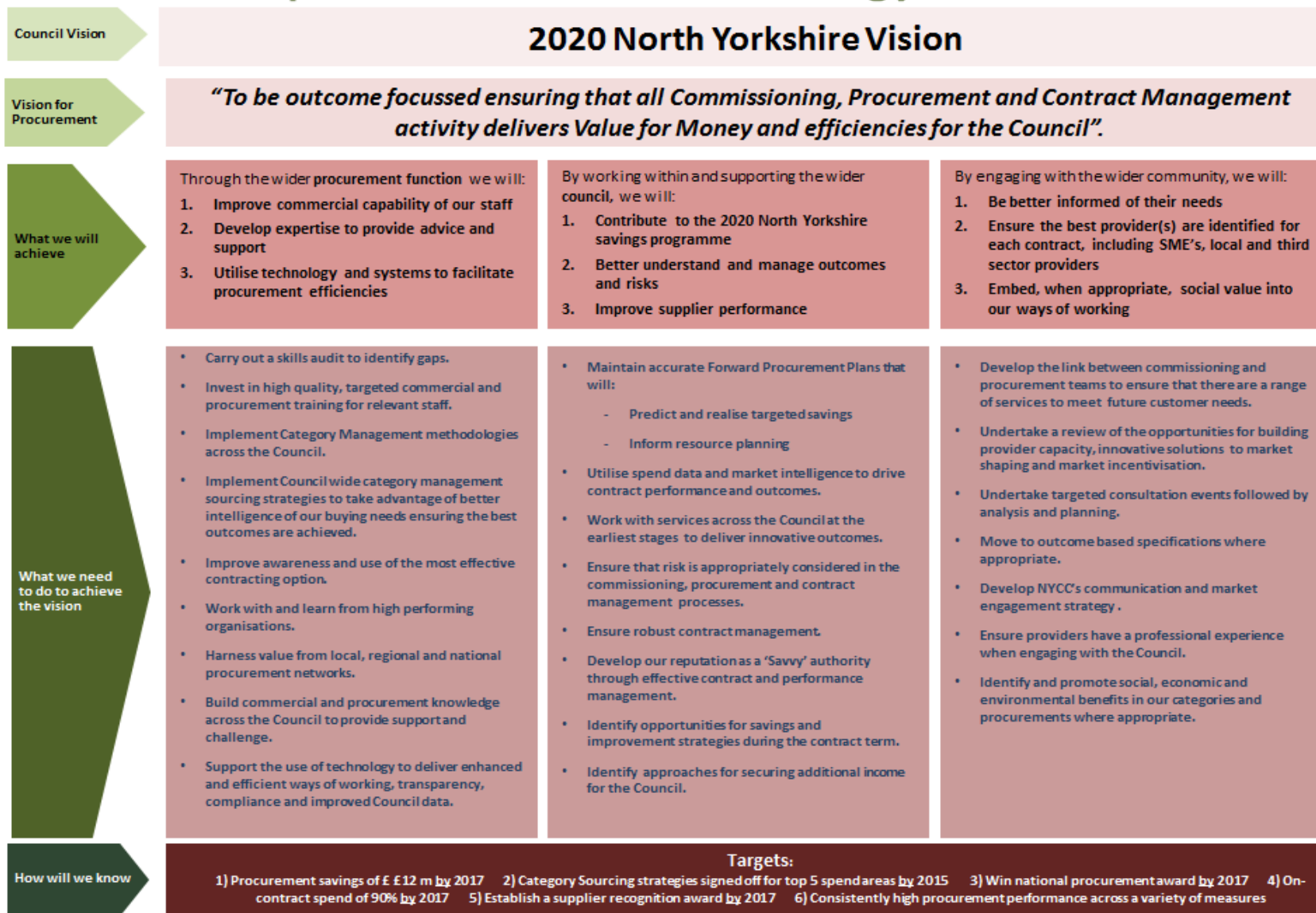
Appendix B - Savings

	Title	Annual Saving	Description
HAS	LD Efficiency Brokerage Savings	£531,000	<i>Based on information as supplied by LDE Board.</i>
BES	Scarborough Transport Review	£479,948	<i>Compared with previous prices for service delivery.</i>
CYPS	Home to school transport	£465,120	<i>A 4 year contract with an option to extend for a further 2 years. The first full year effect will be 2015/16. The full potential saving of £2.79m will only be realised if the contract extension is invoked.</i>
HAS	Integrated Sexual Health Service	£388,755	<i>Saving calculated based on the budget of £13,864,811 and the work contracted at £13,476,056.</i>
HAS	Integrated Sexual Health Service	£211,934	<i>In addition to the above a 2% efficiency was built into the budget each year which equates to this saving over the five year period.</i>
BES	IPT Home to school & LBT Services: Richmondshire, Harrogate & Miscellaneous Services	£382,605	<i>Compared with previous prices.</i>
CS	Small Works/ Alteration/ Refurbishment	£248,135	<i>Compared with budget/estimated costs.</i>
HAS	Emergency and Extended Lodging Services	£116,085	<i>Whole life cost with provider will be £1,458,915. Budget £1,575,000 over a 5 Year contract.</i>
CS	Adult Social Care Case Management	£103,000	<i>Contract commenced in April 2014. Saving is against the HAS budget.</i>
CS	Cleaning and Janitorial Products	£92,371	<i>Benchmarking and negotiation to decrease prices.</i>
CS	MDSN licences	£72,000	<i>Switch to pro version from premium effective from December 2014.</i>
BES	Woodhall Bridge Repairs	£65,137	<i>Quarters 1&2 costs may increase due to the nature of the works.</i>
CS	Adult Social Care Case Management	£61,340	<i>Cost avoidance, Two portals not implemented out of a possible four. Day rate negotiated to decrease prices.</i>
BES	Fleet Round Three	£54,253	<i>Compared with previous pricing.</i>
CS	Responsive Maintenance - Property	£52,700	<i>Reoccurring annual saving based on NSR (-20%) to (-22%).</i>
CS	Review of ITR	£50,000	<i>Contract management/elimination of increased costs.</i>
CS	Servicing of Electrical Equipment & Plant	£50,000	<i>Based on inflationary increase from 2010 to 2014 (not applied) and the 2014 procurement exercise.</i>

HAS	Domestic Abuse, Refuge, Making Safe and Children's Therapeutic Services	£40,152	<i>Costs are within the identified budget estimate with overall financial saving for Refuge and Making Safe Services as £40,152 per annum, equating to a total life contract saving of £200,760. This is 5.2% under the budget estimate.</i>
CS	Pensions Actuarial services	£40,000	<i>Initial estimate £110k per year up to 31 December 2020. Total cost expected at £715k. Revised estimate was £70k per year. £40k pa reduction.</i>
CYPS	Food Contracts	£37,500	<i>Rebate calculation based on a minimum on 1.5% with each supplier.</i>
CYPS	CAF training	£30,880	<i>Reduced the number of training courses over the contract term. Previously £24k p.a. reduced to £16,280 p.a. over 4 years.</i>
BES	Catterick Great Bridge (5) maintenance & strengthening works	£27,617	<i>Quarters 1&2 costs may increase due to the nature of the works.</i>
CYPS	Parent Pay	£22,978	<i>Contract duration November 2014 to March 2016. This is a 17 month contract.</i>
CS	Water Cooler Procurement	£16,894	<i>Small savings through lower contract prices. Majority of savings through demand management.</i>
CS	Employee Benefits	£16,690	<i>This is based on Lot 1 (discount platform) with a reduction from £1.21 to 95p per employee - a 22% reduction and Lot 2 (childcare vouchers) reduction for admin fee from 1.3% to 0.2%. Based on January 2014 contract values at £89.5k which equates to an 85% reduction.</i>
CS	Furniture from Office	£12,869	<i>Calculated saving from previous supplier on basket of items bought by the Council equals 10.71%. Spend from June 2014 November 2014 £60k. Saving calculated at 10.71% = £6,426 over 6 months.</i>
CS	Pensions Actuarial services	£10,000	<i>Contracted pricing at c£60k per year with a total cost of £350k generating a saving of £10k compared with budget estimate</i>
CS	NHS Complaints Advocacy	£9,991	<i>Demand management on non direct advocacy activity and making additional internal efficiency adjustments to the current service giving £9.9k reduction in the tendered budget to £132k for 2015/16. This applies from April 2015 to March 2016. There is a further one year extension available up to March 2017.</i>
CYPS	Child Sexual Exploitation project	£9,600	<i>Budget of £40k identified. Through direct negotiation (after no quotation responses) achieved contract price of £30,400.</i>
CS	Pensions Administration System	£8,489	<i>Re-cut renewal figure by starting new contract in January rather than October. Agreed no indexation at year 4 of contract saving £3,189. Decreased contractual liability by £83k due to capped 9% indexation (exc. RPI) in any 3 year period from a proposed 5% per year.</i>

CS	Young Persons Case Management Info System	£7,875	<i>Negotiated renewal of further year provision. £2,000 reduction in support and maintenance; £1,250 reduction in upgrade cost; £1,125 reduction in migration services due to not having a training environment; £3,500 reduction in exit costs due to not having unlimited licenses.</i>
CYPS	After Adoption Services	£7,000	<i>Contract put in place for 5 years, commencing August 2014. Previous cost £50k per year. Tendered price £43k per year. Saving is compared to previous price.</i>
CS	Citizen Panel	£6,865	<i>Compared with previous prices.</i>
CS	Corporate Travel Contract	£5,536	<i>Compared with previous prices.</i>
CS	NYCC IT Health Check	£4,715	<i>Saving calculated from accepted quotation in the previous year.</i>
CYPS	Young Carers*	£4,646	<i>Saving compared to previous budget. Prices have been held for the initial 3 years of the contract, therefore saving relates only to the initial term. The contracts started July 2014, therefore the saving will be realised during 2014/15. The saving will contribute the CYPS MTFS.</i>
CS	Microsoft transition phase 2	£3,000	<i>Specification revision resulting in lower costs/prices.</i>
CS	HCS Mechanical Services	£3,000	<i>Contract Management.</i>
CS	One off Telephone Purchase	£2,550	<i>Savings created due to lower unit cost achieved from previous purchase</i>
CYPS	Advocacy Services	£2,000	<i>Contract due to commence October 2014. 10 year contract, subject to satisfactory performance. Previous spend £70k per year and contracted price £68k per year. Total saving of £20k over full contract term compared to previous cost.</i>
CS	Agency Services	£1,741	<i>Compared with previous prices</i>
CS	Survey/Consultation system	£1,005	<i>Compared with previous prices</i>
CS	Photography	£1,000	<i>Compared with previous prices</i>
HAS	Medicines Management Support	£400	<i>Budget saving</i>
Total		£3,759,376	

Corporate Procurement Strategy 2014 - 2020



North Yorkshire County Council

Corporate and Partnerships Overview and Scrutiny Committee

20 April 2015

Work Programme

1 Purpose of Report

- 1.1 This report asks the Committee to confirm, amend or add to the list of matters shown on the work programme schedule (attached at Appendix A).

2 Work Programme Schedule

- 2.1 The Work Programme Schedule is attached at **Appendix A** and Members are asked to consider, amend and add to the Committee's Work Programme.

3 Scheduled Committee dates/Mid-cycle briefing dates

- 3.1 Forthcoming Committee dates for 2015 and 2016 are:
- 5 June 2015, 10:30am
 - 12 October 2015, 10:30am
 - 18 January 2016, 10:30am
 - 18 April 2016, 10:30am

4 Recommendation

- 4.1 The Committee is asked to confirm, comment or add to the areas of work listed in the Work Programme schedule.

Jonathan Spencer,
Corporate Development Officer

Tel: (01609) 780780

Email: jonathan.spencer@northyorks.gov.uk

7 April 2015

Background Documents: None

Annexes: Appendix A – Work Programme

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2015 / 16

Scope

The Council's corporate organisation and structure, resource allocation, asset management, procurement policy, people strategy, equality & diversity, performance management, communication and access to services.

Partnership working, community development, community engagement, community strategies and community safety. This Committee shall be the Crime & Disorder Committee for the purposes of Part 3 of the Police and Justice Act 2006

Meeting dates

Scheduled Committee Meetings	5 June 2015 10:30am	12 Oct 2015 10:30am	18 Jan 2016 10:30am	18 April 2016 10:30am
Scheduled Mid Cycle Briefings Attended by Group Spokespersons only.	15 June 2015 10:30am	7 Sept 2015 10:30am	7 Dec 2015 10:30am	29 Feb 2016 10:30am

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2015 / 16

Reports

Meeting	Subject	Aims/Term of Reference
Each meeting as available	Executive Member Update	Overview and update from the Executive Member
	Work Programme Report	Regular report where the Committee reviews its work programme
5 June 2015	Libraries	Results of the public consultation on libraries and subsequent proposals
12 October 2015	Police and Crime Commissioner update	The annual report from the Police and Crime Commissioner including funding and commissioning of projects
	Property	Annual report: property maintenance, design consultancy contract, priorities, schemes, property rationalisation, flexible working etc.
	2020 North Yorkshire cross-cutting themes: <i>Property/Stronger Communities/Alternative Delivery Models & Commercial Focus</i>	To receive in-depth reports on the Property, Stronger Communities and Alternative Delivery Models & Commercial Focus cross-cutting themes
	Video conferencing	Follow up on the Committee's review of video conferencing and the implementation of the video conferencing solution'
18 January 2016	Transforming Rehabilitation	12 months progress update on the working arrangements between the National Probation Service and the Community Rehabilitation Company for our area
	2020 North Yorkshire cross-cutting theme: <i>Customer</i>	To receive an in-depth report on the Customer cross-cutting theme
	Annual Report on Health & Safety and Insurance	To provide a position statement and update on the Council's Health and Safety function, including the most recently available performance data. In relation to insurance: (a) to provide an overview of insurance claims experience over recent years, and (b) analyse the pattern and costs of Public Liability claims over the last 10 years
To be confirmed	Workforce update (2015/16)	Update on the Council's workforce and key workforce data
	Corporate Risk Register (2015/16)	To review the Corporate Risk Register

Corporate & Partnerships Overview and Scrutiny Committee – Work Programme Schedule 2015 / 16

	Performance Management	Report on performance management: council-wide and service planning/continuous improvement
	Youth Justice	To receive updates as and when on the Youth Justice Service and relevant legislation
	Equalities	Report on the County Council's requirements and approach in relation to equalities

In-depth Scrutiny Review

Meeting	Subject	Aims/Terms of Reference

Please note that this is a working document, therefore topics and timeframes might need to be amended over the course of the year.