Leeds
CITY COUNCIL

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on Monday, 22nd February, 2016 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

S Bentley	-	Weetwood;
D Cohen	-	Alwoodley;
C Dobson	-	Killingbeck and Seacroft;
K Groves (Chair)	-	Middleton Park;
H Hayden	-	Temple Newsam;
J Jarosz	-	Pudsey;
J McKenna	-	Armley;
D Nagle	-	Rothwell;
A Sobel	-	Moortown;
T Wilford	-	Farnley and Wortley;
R Wood	-	Calverley and Farsley;

Please note: Certain or all items on this agenda may be recorded

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			**APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS** To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded). (* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).	
2			**EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC** 1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2 To consider whether or not to accept the officers recommendation in respect of the above information. 3 If so, to formally pass the following resolution:- **RESOLVED –** That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows: **No exempt items have been identified.**	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			**LATE ITEMS**	
			To identify items which have been admitted to the agenda by the Chair for consideration.	
			(The special circumstances shall be specified in the minutes.)	
4			**DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS**	
			To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.	
5			**APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**	
			To receive any apologies for absence and notification of substitutes.	
6			**MINUTES - 25 JANUARY 2016**	1 - 4
			To confirm as a correct record, the minutes of the meeting held on 25 January 2016.	
7			**SCRUTINY INQUIRY INTO ICT CAPACITY - SESSION 2**	5 - 14
			To receive a report from the Head of Service Delivery ICT providing the information required to undertake session two of the Board's Inquiry into ICT capacity. The Board will also receive a brief presentation.	
8			**WORK SCHEDULE**	15 - 20
			To consider the Scrutiny Board's work schedule for 2015/16 municipal year.	
9			**DATE AND TIME OF NEXT MEETING**	
			Monday, 21 March 2016 at 10.00am (pre-meeting for all Board Members at 9.30am)	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			THIRD PARTY RECORDING	

THIRD PARTY RECORDING

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.

b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 25TH JANUARY, 2016

PRESENT: Councillor K Groves in the Chair

Councillors S Bentley, D Cohen, C Dobson,
H Hayden, J Jarosz, J McKenna, D Nagle,
A Sobel, T Wilford and R Wood

51   Late Items

There were no late items.

52   Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests.

53   Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

54   Minutes - 21 December 2015

RESOLVED – That the minutes of the meeting held on 21 December 2015 be approved as a correct record.

55   Scrutiny Inquiry into ICT capacity (Session 1)

The Head of Service delivery ICT submitted a report which addressed the areas of focus for the first session of the ICT Inquiry, namely;

- Review of the capacity and related costs within ICT Services allocated to maintenance of current IT systems and infrastructure which support the Council, the current service levels achieved/support hours covered and whether these are sufficient.

- Review of the capacity available in ICT to deliver projects, the use of 3rd party suppliers and contract staff to support project delivery and the number of projects being requested.

- Review of the effectiveness of governance arrangements within Directorates - are they successful in filtering project demand and in assessing the value of proposed projects

The following were in attendance to respond to members' questions:

-   Bev Fisher, Head of Service Delivery

- Roger Green, Portfolio Manager.

Introducing the report, officers described the work of Leeds City Council ICT Services. In brief, work fell into three categories; 'keeping the lights on', that is work undertaken to keep ICT systems (infrastructure and applications) up and running through proactive maintenance and reactive fault resolution. Secondly 'small projects', keeping up with software updates released by vendors; adding additional functionality to existing systems to improve business efficiency or implementing new technology solutions and thirdly major Council projects that include ICT systems and data.

Approximately 70% of ICT effort is focussed on 'Lights on' and 30% available for project work.

In summary the main areas of discussion were:

- The volume of active major and small projects.
- The capacity of the ICT service to deliver both 'lights on service' and projects.
- The number of service users supported by ICT Services and number of devices and the increase between 2013-14 and 2014-15.
- The results of the 2015 benchmarking.
- ICT staffing budget, the management of vacancies and the use of agency staff.
- Issues around recruitment and retention and the concerns that ICT services in the Council could not compete in the market and so were in danger of not being able to provide a robust service. (this would be the focus of session two)
- The governance arrangements in place to review project requests which require ICT resource.
- The processes undertaken by Directorates to determine their ICT requirements and the level of challenge provided in that decision making process in relation to overall Council priorities.
- Collaboration with other public bodies in the city.

Whilst not part of the agreed terms of reference the Board discussed the recent floods and ICT resilience. Members were concerned that at a time when communication with constituents and others was at its most essential, email and leeds.gov.uk was down for a period. This raised serious concerns in the minds of members around risk management, the robustness of the Council's ICT infrastructure and contingency planning.

Concluding the discussion the Board, whilst acknowledging that further evidence gathering sessions were to take place, did agree that some initial observations and conclusions could be made around the management of project prioritisation and the lack of corporate challenge and coordination and also the potential benefits of a peer review.

RESOLVED –

I.   To receive and note the information provided to address session one of the Inquiry

II. That the Head of Scrutiny and Member Development write to the Head of Service delivery detailing the Board's initial observations and conclusions.

56   Career Families

At its July meeting, the Board discussed the role of contract managers in delivering the Council's procurement strategy. During these discussions contract management and the organisation of contract management in the Council, including levels of training and the scope to improve contract management within directorates through the encouragement of professional standards and 'career families' for contract managers was considered. Subsequently the Chief officer (Human Resources) was invited to attend Scrutiny to explain the concept of career families.

The following were in attendance to respond to members' questions

-   Councillor James Lewis, Deputy Leader of Council
-   Lorraine Hallam, Chief Officer (Human Resources)
-   Carol Gill, Head of Human Resources

By way of introduction, the Chief Officer (Human Resources) explained that currently there were over 2,800 different job titles being used across the council and numerous job descriptions. Career families are a way of describing and grouping together jobs that have similar characteristics. Jobs in the same family may do similar types of work even though the tasks, processes, systems and tools used may be different. It was explained that career families would facilitate a more agile and flexible workforce and help the council to meet and respond to changing service needs more quickly. It was noted that eight career families had been developed.

Members were advised that career families would help employees manage their own career aspirations as each family would have a number of different levels, described in simplified form and would clearly set out what was needed to reach the next level.

In response to a question the Chief Officer (Human Resources) stated that career families was not a form of job evaluation. This process had been undertaken with trade union colleagues as part of the national agreed job evaluation scheme which had resulted in the current list of job roles and job descriptions.

Other areas of discussion included;

•   The development, with trade unions, of a flexibility protocol to allow staff to move easily around the Council.

Draft minutes to be approved at the meeting
to be held on Monday, 22nd February, 2016

- The development of a culture whereby staff see themselves as working for Leeds City Council' rather that a particular directorate.
- The importance of providing staff with support and training when asked to move into different roles.
- The need to review where training budgets should sit to ensure maximum support is provided to staff.
- The need to ensure that departmental budgets and internal recharges do not become a barrier to work force flexibility.
- Confirmation that references and good practice has been drawn from other authorities during the development of career families.

Concluding the discussion the Board asked for six monthly updates.

RESOLVED –

I.   To note the development of career families
II.   To ask for an update report in six months.

57   Work Schedule

The Head of Scrutiny and Member Development submitted a report which provided information regarding the Board's work schedule.

RESOLVED – That the Board's work schedule be noted.

58   Date and Time of Next Meeting

Monday, 22 February 2016 at 10.00am. (Pre-meeting for all Board Members at 9.30am)

Report of the Head of Service Delivery ICT

Report to Scrutiny Board (Strategy & Resources)

Date: 10 February 2016

Subject: Scrutiny Inquiry into ICT Capacity – Session 2

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	☐ Yes	☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Is the decision eligible for Call-In?	☐ Yes	☒ No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	☐ Yes	☒ No

Summary of main issues

To provide Scrutiny Board (Strategy & Resources) with the information required to undertake the second session of the inquiry into ICT capacity.

To report back on the Boards request to consider corporate challenge of project prioritisation.

To report back on the Boards request to consider a peer review of the Council's project prioritisation processes.

The report explores the recruitment and retention issues within ICT.

The Chair of Scrutiny (Strategy & Resources) has requested that the Scrutiny Board be given further background regarding the ICT strategy and how this underpins the Council and City in the coming years. The second session of the inquiry will commence with a presentation by the Chief Information Officer.

Recommendations

Scrutiny Board is requested to:

a) Note the contents of this report

b) Make recommendations as deemed appropriate

1   Purpose of this report

1.1   To provide Scrutiny Board (Strategy & Resources) with the information required to undertake the second session of the inquiry into ICT capacity

1.2   To report back on the Boards request to consider how corporate challenge to project prioritisation could be addressed

1.3   To report back on the Boards request to consider a peer review of Council prioritisation processes

1.4   The report explores the recruitment and retention issues within ICT.

1.5   The Chair of Scrutiny (Strategy & Resources) has requested that the Scrutiny Board be given further background regarding the ICT strategy and how this underpins the Council and City in the coming years. The second session of the inquiry will commence with a presentation by the Chief Information Officer.

2   Background information

2.1   The Scrutiny Board agreed the terms of reference in October 2015, three enquiry sessions are planned, this being the second.

2.2   Session one of the Scrutiny included 'Review of the effectiveness of governance arrangements within Directorates - are they successful in filtering project demand and in assessing the value of proposed projects?' The Scrutiny Board made initial observations around how effective the Council's project prioritisation processes are and requested further consideration be given to how these could be improved and to the use of a peer review.

2.3   The second scrutiny session includes a review of the recruitment and retention issues including:

   •   Review of current market salaries and pressures being faced in the IT sector in Leeds

   •   Review of the progress made on the ICT Workforce & Sourcing strategy

   •   Consider whether there is a case for IT recruitment/re-numeration being excluded from some of the general processes/restrictions that the Council has had to put in place to address current financial situation and whether use of supplements, retention bonuses or other financial incentives would improve our recruitment and retention rates and better support the Council in transforming.

   •   Review of how some of the current blanket Council recruitment restrictions, timescales and processes affect ICT recruitment and the associated impact in being able to support services and deliver projects.

3 Main issues

3.1 The level of demand for ICT to support small and large projects is significant. Whilst governance arrangements are in place to review requests before they are submitted to ICT, the level of challenge is varied with anecdotal feedback that directorates do not feel they have the knowledge to challenge others on the value/priority of proposed projects.

3.2 The issue being seen in ICT of too little capacity to meet demand is a symptom of a wider issue in the Council around the numbers of projects and initiatives.

3.3 The ICT strategy contains the principle that we will 'Simplify, Standardise and Share'.

3.4 By reducing the number of systems used we will reduce the effort expended on maintenance and upgrades. There is an 'Application Portfolio Review' underway to identify where we could share systems and this will make recommendations around reducing the number of systems.

3.5 Simplify Standardise and Share will require the Council directorates to accept 80/20 principles.

3.6 Simplify Standardise and Share will require Council directorates to accept that bought in packaged solutions will not be customised as this increases ongoing support costs.

3.7 In terms of the volume of projects, other Council's such as Lambeth have taken the approach of a senior executive leader or group of officers making decisions on which projects to cancel/delay/accelerate within the overall portfolio.

3.8 There are a significant number of ICT/Digital vacancies within Leeds and a recognised issue in terms of available candidates. The Council is competing for skilled candidates in a market where candidates have many choices. Appendix A contains details of Leeds vacancies and market rates.

3.9 City Development are supporting the ICT/Digital sector in attracting experienced candidates to relocate to Leeds and to bring new talent into the sector through training and apprentice/graduate schemes. There is a Leeds Digital jobs fair being held on 10/2/2016 with nearly 30 companies including the Council's ICT Service aiming to recruit to 600 current vacancies across the City. Appendix A contains information regarding current Leeds vacancies and market rates.

3.10 The Council ICT team have an issue with retaining skilled staff in such a competitive market.

3.11 Where critical roles are vacant, skilled contractor staff must be used to ensure that 'Lights On' support can be maintained. This is usually at a high cost to the Council.

3.12 The salaries paid by the Council for ICT skills are in some cases, significantly below market rates. Appendix A contains information regarding Leeds City Council and market rates.

3.13 The grading structure and associated salary scales within the Council do not adequately recognise or cater for specialist technical skills. NJC roles have a current maximum salary of £42,957. JNC roles are geared at management skills and as such most ICT roles are evaluated on the NJC scales.

3.14 ICT Services have a multi-source approach whereby a mix of permanent staff, contractors and suppliers are used. The ICT workforce plan underpins this approach with a number of actions in place to address the skills/capacity gaps. Details of the key workforce plan themes and current progress are contained in Appendix B.

3.15 Recruitment to vacant ICT posts can be delayed by the Council's own processes.. Appendix C covers the current recruitment process and challenges.

3.16 The Council does have a list of posts which are exempted from internal recruitment, which helps to speed up the process. HR have advised that this list could be added to if necessary.

3.17 HR are currently reviewing the Recruitment and Selection Policy with a view to moving to a Values Based Recruitment process. It is likely to provide a toolkit of different recruitment approaches relevant to particular services and needs and these need to reflect the particular challenges within ICT.

3.18 HR, BSC and Occupational Health have advised that they are currently working together to look at how timescales can be shortened to get successful candidates into posts.

4 Equality and Diversity / Cohesion and Integration

4.1 An equality and impact assessment has not been completed at this stage of the enquiry.

4.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry. Due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.

4.3 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

5 Recommendations

5.1 Discussions will be held between the Chair of Scrutiny (Strategy & Resources), Chief Information Officer and Deputy Chief Executive regarding the requirement for the Council to improve project prioritisation.

5.2 The Local Government Association has been approached regarding the possibility of a Peer review in relation to project prioritisation.

5.3 Scrutiny Board should endorse the Simplify, Standardise, Share principles being applied within the Council.

5.4   Scrutiny Board are asked to note the issues with regard to recruitment and retention and make recommendations as deemed appropriate.

6   Background documents[1]

Appendices:

A   Leeds ICT/Digital vacancies, ICT market salary comparison

B   ICT Workforce plan themes and progress.

C   Recruitment process and challenges

Appendix A - Leeds ICT/Digital vacancies, ICT market salary comparison

There is an acute digital skills shortage in Leeds which has been grown to over 600 vacancies over the last 18 months (Source: Herd)

According to IT Jobs Watch, Agile Software Development was the most popular skill in the permanent market, closely followed by SQL. These were followed by Microsoft, .NET, SQL Server, C#, Windows, JavaScript, HTML and Java. The contract market also had Agile Software Development as the skill most advertised.

Top 5 permanent roles in demand in August 2015
1. Test Analysts
2. Developers (all languages and platforms)
3. Business Change Analysts
4. MI Developers (all languages and platforms)
5. Project Managers

Link to Information Age article showing top 5 in-demand IT Skills in 2015 - **http://www.information-age.com/it-management/skills-training-and-leadership/123458836/top-5-demand-it-skills-2015**

Link to CIPD article Resourcing & Talent Planning 2015. Not specifically ICT - **http://www.cipd.co.uk/hr-resources/resourcing-talent-planning-survey-report-2015-infographic.aspx**

Current Market Job Rates v LCC Salaries

Role	LCC Salary	Salary based on similar roles Recruitment Agencies are working on in the West Yorkshire region
Senior IT Infrastructure Officer (Solaris System Admin)	PO2 - £30,178 - £32,778	£40,000 - £45,000
Senior IT Infrastructure Officer (SharePoint System Administrator)	PO2 - £30,178 - £32,778	£40,000 - £42,000
Principal Technical Lead (Applications Integration)	PO4 - £35,662 - £38,405	£47,000 - £50,000
Principal Technical Lead (Microsoft Sequel)	PO4 - £35,662 - £38,405	£45,000 - £50,000
Developer (C#/.NET)	PO2 - £30,178 - £32,778	£37,000 - £42,000

Current LCC ICT Vacancies:-
Principal Technical Lead (Applications Integration)
Principal Technical Lead (Applications BI/SQL)
Senior Technical Lead (Microsoft Infrastructure)
Senior Technical Lead (Security)
Senior IT Infrastructure Officer (Solaris Admin)
Senior IT Infrastructure (SharePoint)
Developer
Software Testers
Trainee Developer Programme
Student Placements
IT Support Assistant
IT Apprenticeships
Principal Strategic Sourcing Officer
Senior IT Infrastructure (MS Server)
Senior DBA

Appendix B - ICT Workforce plan key themes and progress

- **A multi-source approach**

- **The creation of an ICT specific graduate/trainee programme to recruit and train a cohort of ICT Developers on our core technologies.**

  Recruitment to the first cohort of the scheme took place over summer 2014 – 5 places were offered with 3 of those to existing LCC staff (1 from ICT) and 2 graduates new to LCC.

  Four of the candidates started in October 2014 (the 5th candidate internal to LCC dropped out). Two candidates from this first cohort applied for and were successful in obtaining a higher graded permanent role in Development and Support after less than a year on the scheme, one of these has since handed in their notice and left. One of the remaining Cohort 1 trainees has also now handed in notice having secured a permanent role elsewhere.

  Recruitment of a second cohort resulted in 3 candidates being appointed and these started on 14th September 2015

  Recruitment for the 3rd cohort will commence in early 2016

- **The creation of a number of senior ICT technical posts to address staff recruitment and retention issues.**

  The creation of a number of senior ICT technical posts has been progressed to address current staff recruitment and retention issues. Where posts required specialist technical skills and there are no (or limited) skills/capacity internally then these posts have been simultaneously advertised to both internal and external candidates (after talent pool candidates considered). This external recruitment was approved by Deputy Chief Executive and Chief Officer HR on 29th Jan 2015 and then again in August 2015.

  Some of the new technical posts have been filled but a number remain vacant and recruitment continues.

  Similarly there are a number of posts that have become vacant due to resignation or the post holder securing a different ICT post. Recruitment to these posts continues to ensure that a stable IT service can be maintained and that critical Council projects can progress.

- **The procurement of a framework of specialist ICT suppliers. These will be used to enhance and augment our in-house capacity and capabilities.**

  Work on procuring a framework of specialist ICT technical suppliers took place over 2015 and three suppliers were appointed to the framework – Methods, Fujitsu and Lockheed Martin. These suppliers are now being used to provide additional capacity and specialist skills where ICTs own capacity isn't available.

- **The procurement of a framework of specialist ICT contractor (agency) providers.**

  Work was completed on the procurement of a framework of specialist ICT contractor (agency) providers in 2015. There are 6 suppliers on the framework.

Appendix C - Recruitment process and challenges

Recruitment Process
- Create Post - Delegated Decision (if not more of the same)
- Job Description to Job Evaluation (if not more of the same)
- Post created in SAP (if not more of the same)
- SAF form completed and sent to Chief Officer along with Job Description, Advert Wording, Health Questionnaire for approval
- Once approval received documents sent to LCC Post Release
- LCC Post Release send to Head of HR for approval
- Talent pool matching takes place (every Thursday but this changes every so often as at one point they were matching every day)
- If no suitable matches CSV Redeploy forward documents to BSC Post Release
- BSC Post Release create vacancy on Recruitment site and publish advert
- Recruitment Co-ordinator assigned
- Candidates who apply are shortlisted and interviewed
- Successful candidate contacted and pre-employment checks to be completed
- Paper Documents (some can be sent electronically) forwarded to Recruitment co-ordinator – New Starter Forms Parts A and B, x 2 references (employer & character), Confirmation of Eligibility to work in UK, Interview Notes, Shortlisting and Interview Assessment Form, Health Declaration (sent to Occupational Health who currently have a month backlog).
- Once all documents received Recruitment Co-ordinator will sign off file and set up on SAP

Issues

Time it takes to go through approvals
- No specific time periods ie waiting for confirmation email from Chief Officer, Head of HR.
- No timeframes set by HR eg sent a request through to LCC Post release on Wednesday 20th May. Was told it would go to matching on Thursday 21st May and that would have a response by Monday 25th May. Chased Wednesday 27th May and advised it would go to matching Thursday 28th May and would have a response by Monday 1st June.

Human error in filling out forms
- Wrong SAP reference added
- HR/BSC - error passing documents through the process e.g wrong advert has been attached to the job description.

Other
- Don't always get notification from BSC that role has been advertised creating delay in planning shortlisting/interview dates
- BSC waiting for documents to come back from Occupational Health. The outcome of the Occupational Health assessment does not change the employment offer – could this be done after someone has started if required?
- Typical length of time from start of process to candidate starting is – 13/14 weeks. (This is for external recruitment).
- Repeat requests to gain Head of HR and Director approval to advertise externally (approval already received for post but when no candidates have been found and role re-advertised, BSC ask for repeat approval)

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Report author: Peter Marrington

Tel: 39 51151

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 22 February 2016

Subject: Work Schedule

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	☐ Yes	☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Is the decision eligible for Call-In?	☐ Yes	☒ No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	☐ Yes	☒ No

Summary of main issues

1.   The Board's work schedule is attached as appendix 1. The work schedule reflects discussions at the Board's meeting in January. It will be subject to change throughout the municipal year.

Recommendations

3.   Members are asked to note the work schedule and make amendments as

Background documents[1]

   None used

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[1] The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	June	July	August
Non contract spend		Initial evidence gathering	
Budget/Service Categorisation and income generation		Agree terms of reference	
Commissioning			
ICT			
Devolution			
Briefings	Terms of Reference/work programming discussion		
Recommendation Tracking			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	September	**October**	**November**
Non contract spend			
Budget/Service Categorisation and income generation	Session 1 – evidence gathering	Session 2 –evidence gathering	Session 3 –evidence gathering
Commissioning			
ICT		To agree terms of reference	
Devolution			
Briefings			
Recommendation Tracking			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	December	**January**	**February**
Non contract spend	Update		
Budget/Service Categorisation and income generation	To agree final report		
Commissioning			
ICT		Session 1 evidence gathering	Session 2
Devolution			
Briefings		Career families	
Budget	To receive Executive Board's initial budget proposals		
Recommendation Tracking			
Performance Monitoring			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	March	**April**	**May**
Non contract spend			
Budget/Service Categorisation and income generation			
Commissioning	Commissioning update		
ICT	Session 3 and Drafting recommendations	Session 4 – Agreeing final recommendations	
Devolution			
Briefings	Translation Services		
Recommendation Tracking			
Performance Monitoring			
Performance Monitoring			