

Corporate Services and Community Safety Overview and Scrutiny Committee

16 September 2009

Agenda

A meeting of the Corporate Services and Community Safety Overview and Scrutiny Committee will be held at the **SHIRE HALL, WARWICK on WEDNESDAY, 16 SEPTEMBER 2009 at 2.15 p.m.**

The agenda will be: -

1. General

(1) Apologies.

(2) Members' Disclosures of Personal and Prejudicial Interests.

Members are reminded that they should disclose the existence and nature of their personal interests at the commencement of the relevant item (or as soon as the interest becomes apparent). If that interest is a prejudicial interest the Member must withdraw from the room unless one of the exceptions applies.

'Membership of a district or borough council is classed as a personal interest under the Code of Conduct. A Member does not need to declare this interest unless the Member chooses to speak on a matter relating to their membership. If the Member does not wish to speak on the matter, the Member may still vote on the matter without making a declaration'.

(3) Remit of the Corporate Services and Community Safety Overview and Scrutiny Committee.

To review and or scrutinise the provision of public services in Warwickshire relating to community safety, customer service and access, corporate and community governance and the effective use of resources.
The above includes road safety, fire and rescue, trading standards, emergency planning, crime and disorder reduction, drug and alcohol misuse,

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

policing and criminal justice, finance, property, information technology, human resources, communication, facilities management services, information management, law and probity, risk management, partnerships, locality working, shared services and the voluntary and community sector.

(4) Minutes of the meetings of the Corporate Services and Community Safety Overview and Scrutiny Committee held on 14 July 2009.

(5) Feedback from the Overview and Scrutiny Board

(6) Chair's Announcements

2. Public Question Time (Standing Order 34)

Up to 30 minutes of the meeting is available for members of the public to ask questions on any matters relevant to the business of the Resources, Performance and Development Overview and Scrutiny Committee.

Questioners may ask two questions and can speak for up to three minutes each.

For further information about public question time, please contact Jean Hardwick on 01926 412476 or e-mail jeanhardwick@warwickshire.gov.uk

3. Update on Debt Recovery incorporating the 2008/09 Annual Report

Report of the Strategic Director of Resources.

An update on the large over 42 days debts outstanding including a look at the debt recovery performance during 2008/09

Recommendation

Members are asked to note the report and comment on the progress since November 2008 on debt recovery and the detailed analysis included in the 2008/09 Annual Report attached as Appendix A.

For further information please contact: Robert Phillips, Corporate Budget Accountant Tel: 01926 412860 e-mail robertphillips@warwickshire.gov.uk

4. Treasury Management Monitoring Report 2009/10

Report of the Strategic Director of Resources.

This report sets out the latest position with regard to the Council's treasury management process during 2009/10.

Recommendation

That the Committee agree the report.

For further information please contact: Phil Triggs, Treasury and Pensions Group Manager, Tel: 01926 412227 e-mail philltriggs@warwickshire.gov.uk

The public reports referred to are available on the Warwickshire Web
www.warwickshire.gov.uk/committee-papers

5. Provisional Items for Future Meetings and Forward Plan Items Relevant to the work of this Committee

(a) Provisional Items for Future Meetings

A table setting out provisional items for future meetings is attached.

(b) Forward Plan Items Relevant to the work of this Committee (Cabinet only)

Cabinet – 10/9/09

Treasury Management Outturn 2008/09

Cabinet – 15/10/09

Warwickshire Ant-Social Behaviour Action Plan
Renewable Energy on WCC's Estate

Cabinet – 11/03/10

2010/11 - 2013/14 Medium Term Financial Planning

6. Any Other Items

which the Chair decides are urgent.

7. Report Containing Confidential or Exempt Information

To consider passing the following resolution:

'That members of the public be excluded from the meeting for item 8 below on the grounds that their presence would involve the disclosure of confidential or exempt information as defined in paragraph 4 of the Local Government Act 1972'.

(NB. Copies of extracts describing exempt information are available in Warwickshire Libraries, the County Council Handbook and the Access to Information Register held in my office).

8. Fire and Rescue Service – Improvement Plan – Verbal Report (Deputy Chief Fire Officer Glen Ranger)

**Shire Hall,
Warwick**

**JIM GRAHAM
Chief Executive**

The public reports referred to are available on the Warwickshire Web

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Corporate Services and Community Safety Overview and Scrutiny Committee

County Councillors

John Appleton (Chair), Martyn Ashford, Martin Barry (S), Peter Butlin, Richard Chattaway(S), Chris Davis (S), Jim Foster, Mike Gittus (Vice Chair), Brian Moss (S), Martin Shaw, Dave Shilton and David Wright.

Cabinet Members

Councillor Martin Heatley (Resources)

Councillor Richard Hobbs (Community Safety)

Councillor Heather Timms (Customers, Workforce and Partnerships)

The public reports referred to are available on the Warwickshire Web
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The Corporate Services and Community Safety Overview and Scrutiny Committee met at the Shire Hall, Warwick on the 14 July 2009.

Present:

Members of the Committee:

Councillors	John Appleton (Chair)
	Martyn Ashford
	Martin Barry
	Peter Butlin
	Richard Chattaway
	Chris Davis
	Jim Foster
	Mike Gittus (Vice Chair)
	Brian Moss
	Martin Shaw
	Dave Shilton
	David Wright

Other Councillors

Councillor Martin Heatley, Cabinet Member for Resources
Councillor Richard Hobbs, Cabinet Member for Community Safety
Councillor Bob Stevens, Cabinet Member for Performance and Health

Officers:

Customers, Workforce and Governance

David Carter, Strategic Director
Nathan Devereux,
Jean Hardwick, Member Services
Kate Nash, Head of Community Safety and Localities
Michelle McHugh, Scrutiny Officer
Paul Williams, Scrutiny Officer

Environment and Economy Directorate

Andy McDarmid, Environment Management and Performance Manager.
Mark Ryder, Head of Trading Standards, Regulations and Emergency Management

Fire and Rescue Service

Glen Ranger, Deputy County Fire Officer

Resources Directorate

Dave Clarke, Strategic Director of Resources
Louisa Jackson, Development Officer – Performance and Consultation

Oliver Winters, Head of Finance

1. General

(1) Apologies.

Apologies for absence were received from Councillor Heather Timms, Portfolio holder for Customers, Workforce and Governance and ACC Lewis Benjamin, Warwickshire Police.

(2) Members' Disclosures of Personal and Prejudicial Interests.

None

(3) Remit of Corporate Services and Community Safety Overview and Scrutiny Committee.

The Committee's remit, as agreed by Council on 23 June 2009, was noted.

A member questioned the reasoning behind combining the former Community Protection Overview and Scrutiny Committee with the Resources Performance and Development Overview and Scrutiny Committee and whether the Committee would have sufficient time to accommodate this wide remit.

The Chair undertook to provide the member with this information outside the meeting and would monitor whether the Committee had the capacity to deal with its workload.

(4) Minutes

Resolved:

That the Minutes of the following meetings be approved and signed by the Chair -

- (1) Resources Performance and Development Overview and Scrutiny Committee held on 21 April 2009;
- (2) Community Protection Overview and Scrutiny Committee held on 14 May 2009;
- (3) Corporate Services and Community Safety Overview and Scrutiny Committee held on 23 June 2009.

There were no matters arising.

2. Public Question Time (Standing Order 34)

There were no questions from members of the public.

3. Effective Scrutiny – Scrutiny Officer

Paul Williams, Scrutiny Officer gave a presentation to members on effective scrutiny and the development of a work programme. He undertook to provide members with an email link to the Centre for Public Scrutiny website where many examples of good scrutiny could be accessed.

The Chair thanked Paul Williams for his presentation.

4. Challenges and Opportunities for Next 12 Months – Portfolio Holder (s)

Councillors Heatley and Hobbs each gave a presentation to the Committee on the challenges and opportunities for the next 12 months. Councillor Heatley also presented a briefing paper on behalf of Councillor Timms who was unable to attend the meeting.

The issues identified by Councillor Hobbs, for the Community Safety portfolio included –

Fire and Rescue Service

- He referred to the Fire Service's excellent performance but highlighted the need to improve results (see Corporate Report Card, item 5 (c) below;
- Fire prevention and fire safety

Road Safety

- Reduce speed on C&D roads;
- Concentrate on road safety and education.

Community Safety

- To continue and improve the good and effective working relationship with the Police and other partners and to re-align objectives and targets.

Trading Standards

- To creating a more flexible and efficient workforce by increasing the overall skill-base of staff and increasing the flexibility and career versatility of the workforce;
- Fair Trading – working to protect and create healthy communities and to welcome fair traders to Warwickshire.

In reply to questions Councillor Hobbs said that priority areas would be –

1. Improving performance within the Fire and Rescue service, which would be achieved without additional resources and by delivering the service more effectively; creating greater capacity and building on partnership working.
2. To only reduce speed limits on roads where it was judged to be effective and necessary and to improve road safety training with young people.

Councillor Heatley presented the issues identified by Councillor Timms for the Customers, Workforce and Partnership portfolio which included –

1. Review partnerships with a view to consolidate and streamline, to avoid duplication of effort and (in conjunction with the review with partners of voluntary sector funding) ensure there is effective targeting of resources.
2. Ensure effective governance arrangements for partnerships.
3. Further consolidate locality working - recognising its importance in "Narrowing the Gap" and working with partnerships (including breaking down barriers).
4. Review locality forum governance arrangements by end of 2009 to include looking at governance models that would enable greater member engagement and responsiveness to local need.
5. Current re-organisation and de-layering, to be completed with plans in place by April 2010.
6. Workforce planning is put into action to ensure redeployments where possible following streamlining.
7. Learning and development of staff and councillors against the backdrop of academy development.
8. Continue improvements on equality and diversity.

The Chair advised that Councillor Timms would be available at the next meeting to answer questions on the above.

The issues identified by Councillor Heatley, for the Resources portfolio included –

Finance

- Balancing the Council's budget with less funding.
- Managing Resources well
- Managing the direct financial impacts of the down turn in the economy.

Asset Management

- To ensure the right assets are in the right place (portfolio of 1170 properties and other assets totalling £820m).
- Developing a Strategic Asset Management Plan/ review stock alongside our partners and the challenge to turn potential opportunities for collaboration around buildings into joint progress that can be implemented in the near future.
- The Challenge – to remove poorly performing, inefficient and expensive property from the portfolio to release and recycle resources (some building stock is exemplar, some poor and a backlog of £130 m. maintenance).
- Developing the portfolio – some significant challenges in upgrading the remaining portfolio.
- Critical development projects in 2009/10 – completion of North Leamington School, the redevelopment of Woodloes Primary School and Ridgeway Special School Warwick, extensions to Stratford High School, the amalgamation of Rokeby Junior and Infants Rugby, the refurbishment of Northgate House to provide a training and conference facility, small projects to deliver additional accommodation to schools and the Disability Discrimination Act
- Managing our buildings and using space well
- Carbon Reduction Commitment – to be introduced in 2010/11.

Information Computer Technology (ICT) – (critical to the successful delivery of front line services and key element in delivering savings in the front line).

- Major changes include – replacing a number of elements of the wireless network; moving away from Lotus Notes to Microsoft; computer room facilities; modern and flexible working within the authority and electronic document management.
- Implementation of new financial systems (new supplier agreed by Cabinet in May, implementation of the system scheduled by April 2011 which was key to the delivery of a leaner finance function through the automation processes (discussion taking place with Coventry City Council to offer services to other district councils).

Other Challenges

- Financial input into major projects – solid financial analysis is crucial to all major Projects. During 2009/10 – the main modelling of the impact of Single Status Phase 2 will be carried out by the Directorate together with Project Transform and the Personalisation agenda.
- Collaboration with partners – financial services are provided to the Police and Probation Service and payroll provided for four district councils
- Warwickshire Direct Partnership – the County Council has its own Contact Centre and joint One Stop Shops. The technical elements of a planned co-location of the Contact Centre and the option of a joint option of a joint contact centre(s) with all five districts.
- Property and Construction Services – project management to Stratford District Council to deliver the customer facing facilities at Elizabeth House Stratford and Globe House Alcester, an ongoing project management advice to Rugby Borough Council and a repair and maintenance service to a number of Coventry Secondary Schools – access via the Council's property Hotline contractors.
- Collaborative property solutions – Public Service Centres, Atherstone, Kenilworth and Southam; Training Academy – lead expertise on buildings, ICT and facilities and management work stream.
- Further opportunities for collaboration will continue e.g. financial systems.

In conclusion Councillor Heatley said that, at the end of the next four-year period, a balanced budget would be achieved.

The issues highlighted by Councillor Bob Stevens Portfolio for Performance and Health included –

- Streamlining the performance framework
- Each Directorate identifying a Performance Champion

5. Full-Year Report Directorate Report Card 2008-09 (April 08 - March 09)

The Committee considered the reports relating to the full-year report cards 2008-09 of the Performance and Development, Resources and Community Protection Directorates. The reports provided an analysis of the Directorates' performance for 2008/09 and detailed performance against the key performance indicators as set out in each Directorate Report Card.

(a) Performance & Development Directorate

David Carter David Carter, Strategic Director of Performance and Development introduced the report.

The following points were noted during discussion:

- that 68% of targets had been achieved or exceeded;
- some targets were over ambitious
- Indicators L1800 (% of service transfers to Customer Service Centre) and L1329e (% year end variance from budget) - ongoing remedial action was being undertaken to address the underperforming areas;
- Indicator N1004 (% of people who feel they can influence decisions in their locality) – This result was taken from the Place Survey and was a national Government best value indicator and was considered not to be necessarily a good measure. Lead officers would be reviewing this measure and would make suggestions to the Government Office West Midlands (GOWM) that the matter should be reconsidered when the next Local Area Agreement (LAA) is refreshed.

The Chair thanked David Carter for his presentation.

(b) Resources Directorate

Dave Clarke, Strategic Director for Resources presented the report and highlighted -

- That 85% of targets had been achieved or exceeded;
- That extremely good results had been achieved in connection with the use of resources and Member support and outstanding results in relation to the staff survey.
- The remedial action being taken in respect of Indicator L1901 – Debt outstanding over 42 days and Indicator L1193 - Improvement in staff learning days.

The following points were noted during discussion:

- Indicator L193 – Number of reported accidents – the increase in the number of accidents was being addressed by a safety campaign based on a Health and Safety Executive's initiative and further measures would be required to sustain a long term reduction;
- Indicator L1337f - Number of working days lost by sickness – this indicator

was showing an improvement and the number of days lost was reducing.

David Carter undertook to report to a future meeting with details of sickness absence across the authority. He was happy to provide this information twice yearly as he had done previously to the Resources, Performance and Development Overview and Scrutiny Committee.

The Chair thanked Dave Clarke for his presentation.

(c) Community Protection Directorate

Councillor Hobbs, Portfolio Holder for Community Safety presented the report of the Chief Fire Officer, Paul Fuller and David Carter, Strategic Director of Customers, Workforce and Governance.

Fire and Rescue Service

Councillor Hobbs highlighted that overall the results were good but there was need for improvement in certain areas. The remedial action to bring about this improvement was outlined in the report.

The following points were noted during discussion:

- The high proportion of missed targets was of concern but it was noted that the targets had been set over a three year period and that the direction of travel had shown improvements;
- It was acknowledged that the Fire Service was in a transitional period and that the improvements should be acknowledged.

Crime

Councillor Hobbs attributed the apparent increase in violent crime to the change in recording criteria brought about by the Government half way through the year and the impact that the recession and unemployment. Overall crime in Warwickshire had in fact reduced. He highlighted good performance in respect of Indicator N1040 – Drug users in effective treatment.

The following points were noted during discussion:

- That there was no separate target for alcohol related crime because there was no sure method of deciding whether a crime was due to alcohol. The Police did, however, record whether alcohol was a factor in any crime.
- That hospital admissions were monitored to assess whether assaults or injuries were drug or alcohol related and recorded on a database. A report on this issue could be brought to a future meeting of the committee.
- That the public's perception of crime did not reflect the good work the Police was doing protecting people from harm. It was suggested that consideration should be given as to how this might be better publicised and to recognise the role of local members in this respect.
- That the Police would be attending full Council to brief new Members on their role.

The Chair thanked Councillor Hobbs for presenting the report.

(d) Environment and Economy Directorate – Road Safety

Councillor Hobbs presented the Performance indicators for Road Safety and graph showing the number of people killed or seriously injured on Warwickshire roads. He highlighted –

1. Indicator L1047a – a reduction in the number of people killed or seriously injured in road traffic accidents, but said there was still room for improvement.
2. That work was currently taking place on preparing a local transport plan for the next 10 years and that part of that process would be the introduction of differential targets.

The Chair thanked Councillor Hobbs for this presentation.

6. Progress and Performance of the Trading Standards Service – 1 April 2008 to 31 March 2009

Councillor Richard Hobbs presented the report summarising the progress and performance of the Trading Standards Service. He highlighted paragraph 2, Value in Service Delivery and congratulated Mark Ryder on creating a flexible, well trained and responsive workforce that had enabled capacity to be increased with less staff.

The Chair thanked Councillor Hobbs for his presentation and –

It was agreed that Trading Standards Service be asked to arrange an open day for the Members of the Committee.

7. Any Other Items

None

8. Workshop

The Committee then broke into a workshop session to identify priority issues for the Committee's annual work programme.

The Committee rose at 4.25 p.m.

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Chair of Committee

AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services and Community Safety Overview and Scrutiny Committee

Date of Committee 16 September 2009

Report Title Update on Debt Recovery incorporating the 2008/09 Annual Report

Summary An update on the large over 42 days debts outstanding including a look at the debt recovery performance during 2008/09

For further information please contact: Rob Phillips
Corporate Budget Accountant
Tel: 01926 412860
robertphillips@warwickshire.gov.uk
No.

Would the recommended decision be contrary to the Budget and Policy Framework?

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Appleton, Cllr Gittus, Cllr Davis, Cllr Moss – for comment
- Cabinet Member Cllr Heatley – for information
- Chief Executive
- Legal Sarah Duxbury – for comment
- Finance David Clarke – reporting officer
- Other Chief Officers David Carter – reporting officer
- District Councils
- Health Authority

Police

Other Bodies/Individuals

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Corporate Services and Community Safety Overview and Scrutiny Committee - 16 September 2009

Update on Debt Recovery incorporating the 2008/09 Annual Report

Joint Report of the Strategic Director, Resources and the Strategic Director, Customers, Workforce and Governance

Recommendation

Members are asked to note the report and comment on the progress since November 2008 on debt recovery and the detailed analysis included in the 2008/09 Annual Report attached as Appendix A.

1 Background

- 1.1 At the Resources, Performance and Development Overview and Scrutiny Committee meeting on 24th April 2007, members requested the continuation of regular reporting on the large outstanding debts of the authority. This report presents a snapshot of these large outstanding debts as at 26 August 2009, providing an update on changes since the last report in November 2008.
- 1.2 In addition, **Appendix A** attached to this report is the Annual Report for 2008/09 analysing in greater detail the annual performance of the Council for the year ending 31st March 2009.

2 Over 42 Days, Over £30,000 Debt

- 2.1 The County Council's standard payment terms are 21 days. The Audit Commission recommends referral of unpaid invoices for legal action after 42 days. Our experience has been that the first legal letter, sent out by Legal Services shortly after receipt of a referral from a Directorate is effective in recovery of debt. Based on this experience the following provision is included in our Statement of Recognised Practice (part of the Best Practice Guide):

Strategic Directors are required to:

'Refer all debts not paid within 42 days for legal action. If a debt is not referred for legal action at 42 days, Strategic Directors must be able to justify the reason for not doing so.'

2.2 Members will recall the report in November 2008 gave a list of the over 42 days debt greater than £30,000. An update of this list is given in Table 1, below. The debts previously reported to members in November are highlighted in bold. Members should note that the table includes disputed as well as undisputed debts and therefore no adverse inference should be drawn as to the conduct or financial standing of any organisation listed.

Table 1: Outstanding Over 42 days, Over £30,000 debt					
Directorate	Invoice No	Debtor Name	Value of Invoice £	Outstanding Amount £	Invoice Date
EE	00166068	Color Estates Ltd	£80,602	£60,602	05/09/2007
CYPF	00184299	Hilltop Developments (UK) Ltd	£38,468	£38,468	01/07/2008
AHCS	00186311	Warwickshire Primary Care Trust	£65,607	£65,607	12/08/2008
Res	00186405	Warwickshire Community & Voluntary Action	£36,618	£36,618	13/08/2008
AHCS	00190137	Warwickshire Primary Care Trust	£30,904	£30,904	17/10/2008
CYPF	00192934	WCC The Polesworth School	£50,085	£50,085	27/11/2008
CYPF	00193028	Taylor Wimpey (UK) Ltd	£37,620	£37,620	01/12/2008
CYPF	00193501	Barratt Homes (Mercia)	£99,948	£99,948	08/12/2008
CYPF	00193505	Barratt Homes (Mercia)	£329,343	£329,343	08/12/2008
CYPF	00195504	Warwickshire Primary Care Trust	£59,563	£59,563	14/01/2009
AHCS	00198041	Warwickshire Primary Care Trust	£210,157	£210,157	12/02/2009
AHCS	00199159	Warwickshire Primary Care Trust	£312,840	£312,840	27/02/2009
EE	00200079	George Wimpey (West Midlands) Ltd	£101,057	£101,057	05/03/2009
EE	00200082	George Wimpey (West Midlands) Ltd	£1,034,724	£1,034,724	05/03/2009
AHCS	00201373	Warwickshire Primary Care Trust	£57,533	£55,560	24/03/2009
AHCS	00201381	Warwickshire Primary Care Trust	£33,914	£33,914	24/03/2009
AHCS	00201382	Warwickshire Primary Care Trust	£35,741	£35,741	24/03/2009
Res	00201627	Warwickshire Primary Care Trust	£40,000	£40,000	26/03/2009
AHCS	00201775	Warwickshire Primary Care Trust	£59,769	£59,769	31/03/2009
CWG	00201898	George Wimpey (North Midlands) Ltd	£51,735	£51,735	01/04/2009
CYPF	00202934	Barratt Homes (Mercia)	£90,205	£90,205	28/04/2009
CYPF	00202936	Barratt Homes (Mercia)	£73,263	£73,263	28/04/2009
AHCS	00203826	Warwickshire Primary Care Trust	£57,605	£57,605	12/05/2009
EE	00204009	Key Property Investments (No 2) Ltd	£123,464	£61,732	15/05/2009
CYPF	00204758	Aspects Developments Ltd	£57,297	£57,297	02/06/2009
CYPF	00204760	Aspects Developments Ltd	£57,297	£57,297	02/06/2009
EE	00205241	Redrow Homes (South Midlands) Ltd	£61,760	£61,760	09/06/2009
AHCS	00205645	Warwickshire Primary Care Trust	£57,374	£57,374	16/06/2009
			Total	£3,260,788	

2.3 The total of outstanding over 42 days, over £30,000 debt is £3.261 million. This is £1.753 million more than the level reported to this Committee in November 2008. A summary table of the level of debts cleared from the list in the previous report in November is included in Table 2 below:

Table 2: Over 42 days, over £30,000 debt cleared		
Debtor	No. of Invoices	Value of Invoices £
Warwickshire Primary Care Trust	9	600,647
Other	7	706,386
Total	16	1,307,033

- 2.4 Only 4 debts remain from the previous list reported in November. Members will be pleased to note that the outstanding debt from Warwick District Council relating to outstanding planning search fees between 2004/05 and 2006/07 has now been removed from this list. A payment of £107,000 was received in full and final settlement of the amount outstanding. The remaining debt was cancelled.
- 2.5 Warwickshire PCT has 12 invoices on the list, totalling £1,021,007. All bar one of these debts is new to the list.
- 2.6 The bulk of the remaining invoices, both in number (14) and value (£2,155,051), relate to developer contributions to capital schemes. This is the first time capital debtors have been highlighted as a specific issue in terms of debt recovery. A similar picture is reflected in the 2008/09 Annual Report. The increase in debt outstanding reflects the impact of the economic recession on the ability of developers to make agreed contributions to infrastructure works on new developments. On all of these debts discussions are ongoing with the developer and have been for a number of months now. In some cases, these negotiations are being undertaken jointly by the directorate and Law and Governance. For section 106 agreements, the security for debts is the land that is being developed but this security might not be enforceable immediately (e.g. if it is necessary to wait for market conditions to improve) or at all (e.g. if the land has been sold to individual homeowners). For section 278 agreements, bonds provide surety against insolvency or inability to pay but not against a developer who successfully disputes liability. In the case of both types of agreement, interest is payable on the debts.

DAVID CLARKE
Strategic Director, Resources

DAVID CARTER
Strategic Director, Customers,
Workforce and Governance

Shire Hall
Warwick

27 August 2009

Debt Recovery in 2008/09

1 Introduction

- 1.1 The County Council's Debt Recovery Best Practice Guide requires regular reports to members on the County Council's annual debt recovery performance. This Committee has considered progress reports on debt recovery annually from May 2002 through to last years report in June 2008. This report continues that requirement and evaluates the County Council's debt recovery performance for 2008/09.
- 1.2 Management of debt recovery performance focuses on minimising the value of debts over 42 days old. This report:
- Provides figures indicating performance in relation to 'over-42 days' debts;
 - Sets these figures in the context of the value of invoices raised, also providing trends and comparisons;
 - Provides figures on debts written off and the cost of debt recovery;
 - Provides a commentary on debt recovery performance.

2 Value of 'over 42 days' debts

2.1 The table below shows:

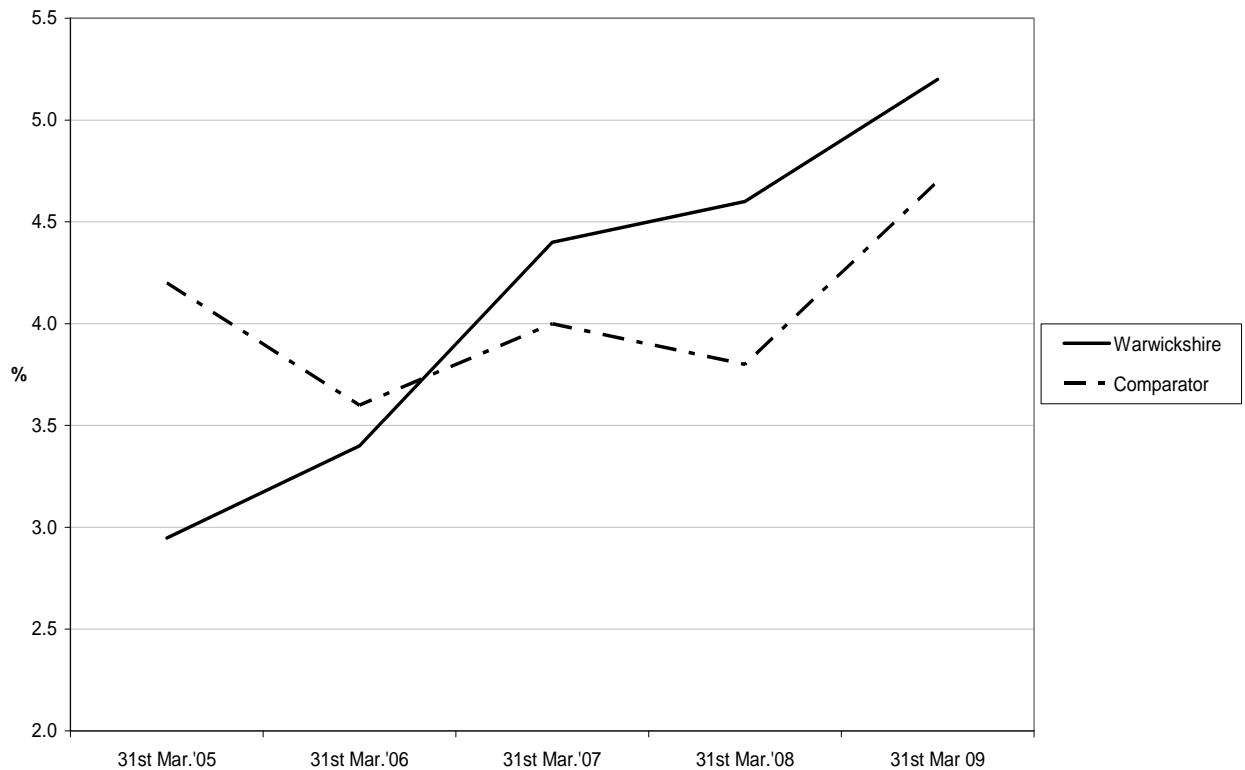
- **A:** the total value of 'over 42 days' debt at 31st March in the last five years;
- **B:** the total value of invoices issued in the last five years; and
- **C:** the value of 'over 42 days' debt as a percentage of the total raised in each year.

		2004/05	2005/06	2006/07	2007/08	2008/09
A	'Over-42 days' debt (£m)	1.7	2.4	2.8	3.0	4.9
B	Invoices issued in year (£m)	55.9	70.6	63.5	64.3	92.7
C	'Over-42 days' debts as a percentage of the value of invoices raised (%)	3.0	3.4	4.4	4.6	5.2

2.2 Any assessment of debt recovery performance needs to take account of the increasing value of invoices raised. There has been a substantial increase in the value of invoices raised in 2008/09. This is due to the increase in income that the authority has generated over the last year through Rugby Western Relief Road and from the Police Authority and Probation. Also, virtually all work for schools now comes through Property directly and then is invoiced back to schools, vastly increasing the value of invoices we raise. We therefore focus on the value of outstanding debts as a proportion of the value of invoices raised in the year (line C above). Since 2002/03 this target has been set at 4.0%.

2.3 The authority has been exchanging performance information (on the basis of 'value of 'over 42 days' debt as a percentage of annual value of invoices raised') since March 2000. Figure 1 overleaf compares the performance of Warwickshire as a whole with this comparator authority over the last five years:

Figure 1: Over-42 days debts as a percentage of annual invoices raised for Warwickshire and comparator authority



3 Value of 'over 42 days' debts – performance by individual Directorates

3.1 The performance of individual directorates since 31st March 2005 is indicated in figures 2 and 3 overleaf. Figure 2 summarises the annual position for each Directorate, whilst Figure 3 shows a more detailed analysis of each Directorate's performance with time. It should be borne in mind that the nature of the debts collected by different Directorates varies and some categories of debts are harder to collect than others. The directorates are shown under the old structure (and names) to reflect the position for 2008/09. Future reports will show the current structure of the authority.

Figure 2: Over-42 days debts as a percentage of annual invoices raised for Directorates and Warwickshire as a whole: annual summary

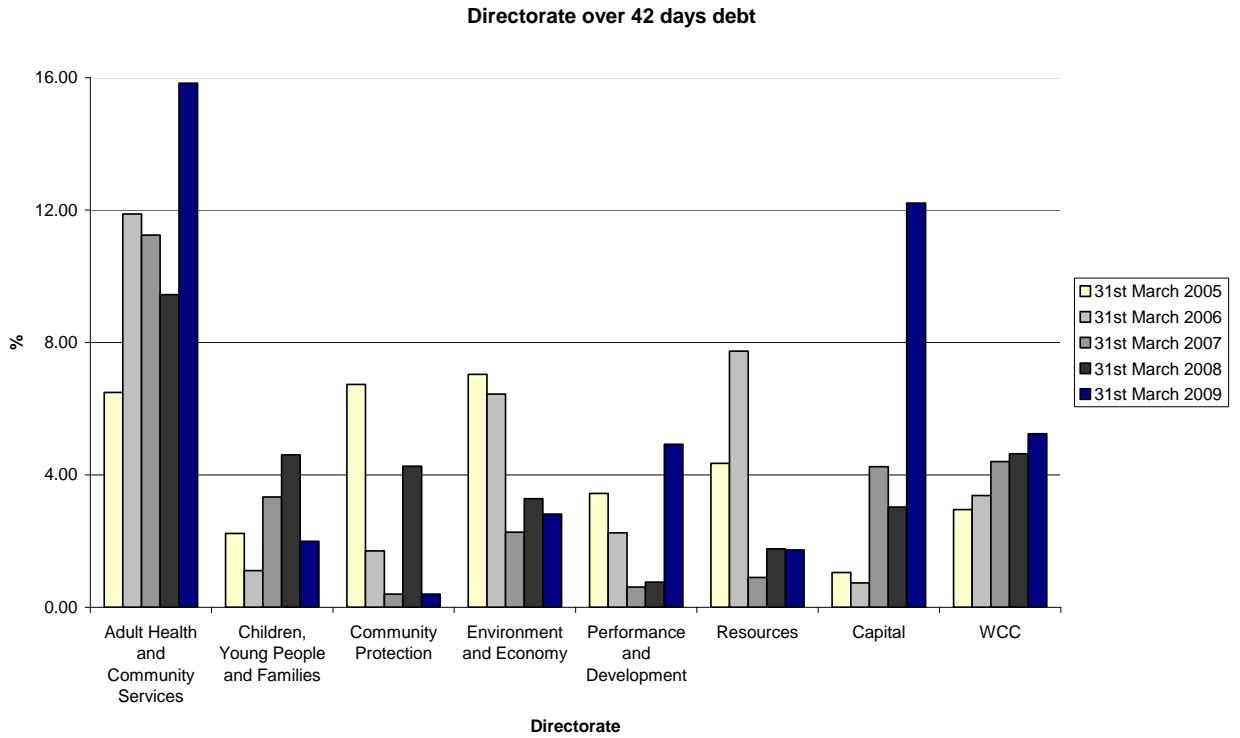
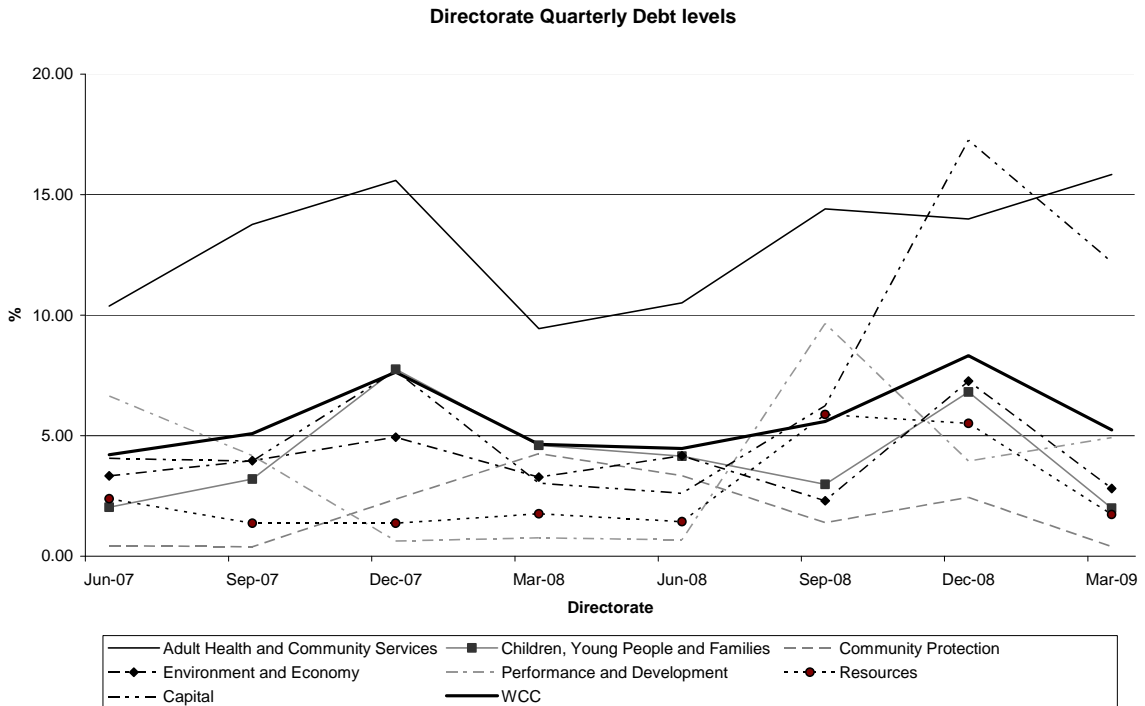


Figure 3: Over-42 days debts as a percentage of annual invoices raised for Directorates and Warwickshire as a whole: quarterly breakdown



4 Commentary on Performance

- 4.1 The overall performance for Warwickshire County Council (WCC) for 2008/09 was 5.2%. This is above the 4% target and was worse than last year (4.6%).
- 4.2 The comparator authority's performance over the same period was 4.7%. However, although WCC have a higher percentage of over 42 days debt outstanding the increase from the previous year is much less dramatic than for the comparator authority. The reason behind the comparator authority's downturn in performance is much the same as WCC with the economic recession having had a significant impact on debtors' ability to pay.
- 4.3 Adult, Health and Community Services (AHCS) were the only directorate that were consistently above the 4% target during 2008/09 although as noted earlier, the debts collected by this Directorate are likely to be different in nature than those collected by other Directorates. In particular, AHCS was hit especially hard by a few, relatively large, outstanding debts. These large debts related to Warwickshire PCT.
- 4.4 There was a significant change during the year in relation to capital debts. These are debts owed to the Council by property developers, usually financial contributions due under section 106 agreements or reimbursement for road works due under section 278 agreements. The impact of the recession has hit the property developers hard and many are struggling to pay or are disputing their liability (or both). On all of these debts discussions are ongoing with the developer. In some cases, these negotiations are being undertaken jointly by the directorate and Law and Governance. For section 106 agreements, the security for debts is the land that is being developed but this security might not be enforceable immediately (e.g. if it is necessary to wait for market conditions to improve) or at all (e.g. if the land has been sold to individual homeowners). For section 278 agreements, bonds provide surety against insolvency or inability to pay but not against a developer who successfully disputes liability. In the case of both types of agreement, interest is payable on the debts.
- 4.5 At the end of 2008/09, the Performance and Development directorate (now Customers, Workforce and Governance) were the only other directorate to finish the year above the 4% target. These were a number of large debts where payment had been promised before the end of the year but unfortunately did not materialise in time for the end of the year. These debts have now been cleared.

5 Debts Written Off

- 5.1 When this Committee previously considered debt recovery it was agreed that subsequent reports would provide some detail of the amounts of debt written off. This is provided in the table below.

	31 st March 2008			31 st March 2009		
	(1) No. of write-offs	(2) Value of write-offs £'000	(3) Value of write-offs as % of Invoices raised in year	(4) No. of write-offs	(5) Value of write-offs £'000	(6) Value of write-offs as % of invoices raised in year
AHCS	237	210.5	1.91%	49	11.3	0.08%
CYPF	120	12.8	0.05%	48	12.6	0.05%
Community Protection	65	4.4	0.15%	-	-	-
E&E	92	16.2	0.10%	91	14.3	0.07%
P&D	3	2.5	0.10%	1	1.0	0.01%
Resources	13	3.3	0.09%	4	0.9	0.01%
TOTAL	530	249.7	0.39%	193	40.1	0.04%

5.2 The figures in columns (3) and (6) above demonstrate that the value of write-offs is, less than half of one per cent, very small compared with the annual value of debts raised. The level of write offs in 2007/8 was due to approximately £200,000 of Warwickshire Primary Care Trust debt that was written off and the figure of 0.04% in 2008/2009 reflects the normal level of write-offs.

6 Debts not included in figures above

6.1 As mentioned earlier in the report, the figures above relate only to invoices raised on the authority's main Ash debtors system. Substantial debt falls outside these figures because the debts are raised on other systems. In each case procedures are in place to ensure that debts are recovered but performance management of these debts is not necessarily on the same basis as it is for the Ash debts. Performance in relation to these debts is indicated in the following paragraphs.

Social Services – Residential Care

	31 st March 2008	31 st March 2009	Variation
Total 'over 56 days' debt	£2.646m	£3.368m	£0.722m
Total income collected in year	£16.249m	£15.965	-£0.284m
'Over 56 days' debt as % of total income collected	16.28%	21.09%	4.81%

Part of the £3.368 million 'over 56 days' debt for Residential Care is secured debt and this is indicated below:

- £1.650 million is secured by legal charge on property. This compares to £1.085 million at 31st March 2008.
- £0.208 million relates to deceased persons, which are awaiting action by the estate. This compares to £0.039 million as at 31st March 2008.

This leaves unsecured debts of £1.510 million compared with £1.522 million at 31st March 2008.

Social Services – Domiciliary Care

	31st March 2008	31st March 2009	Variation
Total 'over 56 days' debt	£0.165m	£0.257m	£0.092m
Total income collected in year	£4.034m	£4.384m	£0.350m
'Over 56 days' debt as % of total income collected	4.1%	5.86%	1.76%

The increase in charges for domiciliary care last year, resulting in £4.821 million in charges being raised in 2008/2009 compared to £4.176 million in 2007/2008, may be having an impact on debt recovery. However, this will require further data over time to see if a trend is occurring or if the rise is linked to the economic recession.

6.2 Property – Rent Management

	31st March 2008	31st March 2009	Variation
Total 'over 42 days' debt	£0.158m	£0.132m	-£0.026m
Total amount invoiced in year	£2.549m	£2.894m	£0.345m
'Over 42 days' debt as % of total amount invoiced	6.2%	4.6%	-1.6%

6.3 Library & Information Service – Outstanding Book Invoices

During 2007/08 the Library invoicing system was upgraded. This has resulted in a more detailed monitoring approach to the collection of debts. For example, debts over £10 are now followed up by invoice where previously the threshold used to be £40. Also CD and DVD debts are now consolidated into the system where previously they were held separately. Therefore whilst the information is shown in a consistent format it should be noted that the 2007/08 figures relate to the second half of the financial year only. It will not be until the next Annual Report that a full comparison will be possible.

	31st March 2008 (part year)	31st March 2009	Variation
Total 'over 42 days' debt	£0.031m	£0.057m	£0.025m
Total amount invoiced in year	£0.166m	£0.297m	£0.131m
'Over 42 days' debt as % of total amount invoiced	18.8%	19.1%	0.3%

7 Comments from Community & Environment Legal Services, Law & Governance

- 7.1 Most Directorates refer unpaid debts to Legal Services promptly, have credit control systems in place and provide background information to support the debt. It is still the case generally that the earlier the debt is referred the sooner it is paid. Only a very small number of debts need to be pursued through the County Court.
- 7.2 Directorates referred 171 debts to Law & Governance in the year 2008 - 2009. The number of referrals was once again down in comparison to referrals for 2007 - 2008. This could be due to the fact that some Directorates are no longer referring smaller value debts under £500 and that more debts are being paid at the pre-referral stage. A total of 84 debts were paid off in full following referral, approximately 58% when compared against the number of referrals for the year. (If the value of the debt recovered rather than the number of debts is considered, the amount recovered is £455,026.00, which is approximately 66%).
- 7.3 A number of problematic debt matters were referred in the year 2008 - 2009 initially for advice. Of these 26 debts (totaling £21,848.26) resulted in cancellation of the invoices as they were raised incorrectly and 37 debts (totaling £80468.95) were written off as irrecoverable (The cancelled and written off debts have been deducted from the referral figure when preparing statistics.)
- 7.4 The referral figure also includes 70 Community Care and Residential debts, which are not on the ASH debtors system. The majority of these were referred for monitoring where the residential or community care service is ongoing or for advice on recovery in cases where the service has ended.

8 Cost of Debt Recovery

- 8.1 The 2008/09 staffing costs of administering debt recovery are estimated at approximately £150,000 per year. The estimated loss of interest incurred during 2008/09 in failing to recover all Ash debts within 42 days is £11,000.

AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services & Community Safety Overview and Scrutiny Committee
Date of Committee 16 September 2009
Report Title Treasury Management Monitoring Report 2009/10

Summary This report sets out the progress of the treasury management process during 2009/10.

For further information please contact: Phil Triggs
 Group Manager
 Tel: 01926 412227
 philtriggs@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision]
 No.

- Background papers**
- CIPFA publication "Treasury Management in the Public Services: Code of Practice and Guidance notes for Local Authorities"
 - Treasury Management Strategy 2009/10

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

- Other Committees
- Local Member(s)
- Other Elected Members Cllr Appleton, Cllr Gittus, Cllr Davis, Cllr Moss
- Cabinet Members Cllr Heatley
- Chief Executive
- Legal Sarah Duxbury
- Finance Strategic Director, Resources – reporting officer
- Other Chief Officers
- District Councils
- Health Authority

Police

Other Bodies/Individuals Janet Purcell, Executive & Member Support
Manager

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

Further consideration by
this Committee

To Council

To Cabinet

To an O & S Committee

To an Area Committee

Further Consultation

Executive Summary

Warwickshire County Council escaped the Icelandic bank crash last year as a result of strict adherence to its treasury management policy and the maintenance of a high quality lending list. The events of 2008 have put treasury management into the spotlight and, as a result, monitoring reports will be put to the Committee during the year, rather than depending purely on a single outturn report at the year end.

As at 31 July 2009, total cash reserves amounted to £88.1m. This is invested with various institutions according to a low risk, high quality lending list. A significant proportion of funds is placed with the UK Government Debt Management Office. Preservation of capital is deemed more important than the pursuit of a high yield investment return.

The Council has a borrowing requirement of around £70m for 2009/10 for the funding of capital expenditure. As at 31 July 2009, no borrowing had been undertaken. There are plans to borrow later in the year.

The Council has operated within the treasury limits and Prudential Indicators set out in the approved Council's Treasury Policy Statement and Treasury Management Strategy.

16 September 2009

Treasury Management Monitoring Report

Report of the Strategic Director, Resources

Recommendation

That Corporate Services & Community Safety Overview and Scrutiny Committee agree the report.

1 Introduction

- 1.1 Warwickshire County Council fully complies with the requirements of The Chartered Institute of Public Finance and Accountancy's (CIPFA's) Code of Practice (COP) on Treasury Management 2001.
- 1.2 Under the CIPFA Code, the Cabinet is required to receive a report on the outturn of the annual treasury management activity for the authority. Given the events last year concerning the Icelandic banks, monitoring reports regarding treasury management will be an agenda item for the O&S Committee throughout the year.
- 1.3 Treasury management in the context of this report is defined as:

"The management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks." (*CIPFA Code of Practice*).

2 Investments

- 2.1 The Council has an investment portfolio consisting of reserves and short-term cash flows. This cash is invested partly by an external cash manager and partly in house.
- 2.2 The Council's investment portfolio at the end of the first four months of 2009/10 to 31 July 2009 was:

Table 1: Investment Position at 31 July 2009

	Invested at 31 July 2009
	£
In-house time deposits	44.5
Abbey (call account)	0.0
Total In-house	44.5
Aviva Investors	43.6
Total All Investments	88.1

- 2.3 The council is currently investing according to a low risk, high quality lending list and is using a policy which is more restrictive than the policy approved by the Treasury Management Strategy 2009/10. A significant proportion of funds is placed with the UK Government Debt Management Office for a period of up to three months.
- 2.4 All other counterparties with the exception of Barclays Bank (three months) have a time limit of one calendar month. Higher minimum ratings for overseas institutions are currently adhered to. At this time, there are no deposits placed outside the UK.
- 2.5 Performance of the Council's investments over the quarter versus the benchmark is:

Table 2: Investment Performance to 31 July 2009

	Average Interest rate year to date	Target rate (7 day LIBID (+10% for Morley))	Variance
	%	%	%
In house	1.74	0.48	1.26
Abbey call account	0.80	0.48	0.32
Total In house	1.63	0.49	1.14
Aviva Investors	6.19	0.53	5.66
Total All Investments	3.51	0.51	3.00

Table 3: Interest Earned to 31 July 2009

	Year to date
	£000
In house	315.0
Abbey	23.0
Total In house	338.0
Morley	852.0
Total All Investments	1190.0

- 2.5 The performance earned in house at 1.74% is due to longer deals which were entered into pre recession. Therefore, we expect this out-performance to diminish throughout 2009/10. The interest rate forecast in Table 4 shows no signs of an immediate interest rate increase.

Table 4: Interest Rate Forecast

	Sep 2009	Dec 2009	Mar 2010	Jun 2010	Sep 2010	Dec 2010
Interest Rate Forecast	0.50%	0.50%	0.50%	1.00%	1.50%	2.00%

Source: Sector Treasury Services

3 Borrowing

- 3.1 The Treasury Management Outturn Report for 2008/09 gave an overall outstanding Public Works Loans Board (PWLB) borrowing figure of £305.1m at 31 March 2009. Since this time, the Council has not taken additional loans from the Public Works Loans Board due to high borrowing costs. We have taken the decision to fund part of the borrowing requirement from our internal cash which has meant a reduced investment portfolio.
- 3.2 The Council has a borrowing requirement of around £70m for 2009/10. Further borrowing will be undertaken later in the year.

4 Compliance with Treasury Limits and Prudential Indicators

- 4.1 During the first quarter of 2009/10, the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and Treasury Management Strategy. Full details of the Prudential Indicators set for 2009/10 are shown in **Appendix A**.

DAVID CLARKE
Strategic Director, Resources
Shire Hall
Warwick
August 2009

Appendix A

In year Monitoring 2009/10

PRUDENTIAL INDICATOR	2009/10		Quarter 1	Variance to Budget
(1). AFFORDABILITY PRUDENTIAL INDICATORS	Budget			
	£'000			
Capital Expenditure	£'000 124,768		£'000 124,768	£'000 0
Ratio of financing costs to net revenue stream	% 10.76		% 10.66	% -0.10
Net borrowing requirement	£'000		£'000	£'000
brought forward 1 April	342,462		305,142	-37,320
carried forward 31 March	386,189		379,420	-6,768
in year borrowing requirement	43,726		74,278	30,552
In year Capital Financing Requirement	£'000 43,737		£'000 44,093	£'000 356
Capital Financing Requirement as at 31 March	£'000 380,106		£'000 373,339	£'000 -6,767
Affordable Borrowing Limit				
Updated position of Current Capital Programme (Jan 08)	£		£	£
Increase per council tax payer				
Position as agreed at February 2008 Council	22.46		19.31	-3.15
Increase per council tax payer				

PRUDENTIAL INDICATOR	2008/09		Quarter 1	Variance to Budget
(2). TREASURY MANAGEMENT PRUDENTIAL INDICATORS	estimate			
	£'000		£'000	£'000
Authorised limit for external debt -				
Borrowing	463,481		463,481	0
other long term liabilities	12,000		12,000	0
TOTAL	475,481		475,481	0
Operational boundary for external debt -				
Borrowing	386,234		386,234	0
other long term liabilities	10,000		10,000	0
TOTAL	396,234		396,234	0
Upper limit for fixed interest rate exposure				
Net principal re fixed rate borrowing / investments	100%		100%	0.00
Upper limit for variable rate exposure				
Net principal re variable rate borrowing / investments OR:-	25%		25%	0%
Upper limit for total principal sums invested for over 364 days				
(per maturity date)	£ 0		£ 0.00	0.00

Maturity structure of new fixed rate borrowing during 2009/10	upper limit	lower limit		
	under 12 months	20%		
12 months and within 24 months	20%	0%		
24 months and within 5 years	60%	0%		
5 years and within 10 years	100%	0%		
10 years and above	100%	0%		

AGENDA MANAGEMENT SHEET

Name of Committee Corporate Services and Community Safety Overview and Scrutiny Committee

Date of Committee 16 September 2009

Report Title Work Programme containing Items for Future Meetings

Summary The attached work programme contains the items agreed by the O & S Board at its meeting on 2nd September 2009.

For further information please contact: Jean Hardwick
Principle Committee Administrator
Tel: 01926 412476
jeanhardwick@warwickshire.gov.uk

Would the recommended decision be contrary to the Budget and Policy Framework? No.

Background papers None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees

Local Member(s)

Other Elected Members Councillor John Appleton
Councillor Mike Gittus
Councillor Richard Chattaway
Councillor Brian Moss
Councillor Chris Davis

Cabinet Member Councillor Richard Hobbs
Councillor Martin Heatley
Councillor Heather Timms

Chief Executive

Legal

Finance

Other Strategic Directors

- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION YES

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

**CORPORATE SERVICES AND COMMUNITY SAFETY OVERVIEW AND SCRUTINY COMMITTEE
DRAFT WORK PROGRAMME 2009/10**

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	REPORT TYPE				LINK TO CORPORATE PRIORITIES/LAA
			Member Requested Item	Performance Management	Policy Review/ Development	Overview	
16 Sept 2009	Treasury Management and Capital Programming / Planning (Presentation by Virginia Rennie and Phil Triggs)	To assess the effectiveness of treasury management across the authority and develop a level of understanding in relation to capital programme planning and the management of the council's debt.	X			X	Running effective and efficient services
	Debt Recovery (Rob Phillips)	To examine the debt recovery process including where bad debts arise and how they are being addressed.	X	X			Running effective and efficient services
	Staff Appraisals (Bob Perks) – <i>deferred to 8 December meeting with Chair's agreement</i>	To ensure that all staff are appraised in accordance with the agreed system and that the appraisal process adds value to staff management and development.	X	X			Empowering staff
	Fire & Rescue Service Improvement Plan – Verbal Update – EXEMPT (Glen Ranger)		X	X			Protecting communities and making Warwickshire a safer place to live
8 Dec 2009	Customer Satisfaction / One Stop Shops (Kushal Birla)	To monitor customer satisfaction in relation to one stop shops and progress to deliver the agenda.	X	X	X		Customer focus
	Access to Council Services (Kushal Birla)	To examine whether older people and hard-to-reach groups have equal access to council services.	X			X	Customer focus
	Review of Customer Focus – Progress Report (Kushal Birla)	To monitor progress to implement the recommendations of a scrutiny review of customer focus.	X	X			Customer focus

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	REPORT TYPE				LINK TO CORPORATE PRIORITIES/LAA
			Member Requested Item	Performance Management	Policy Review/ Development	Overview	
	Shared Services and Enhanced Two-Tier Working – IT / HR / Procurement / Customer Service (Nick Taylor)	To examine progress / opportunities to share services with partner authorities.	X			X	Running effective and efficient services
	Absence Management (Bob Perks)	To scrutinise council absence levels and absence management protocols.	X	X			Empowering staff
	Warwickshire's Domestic Abuse Strategy Annual Report (Sue Ingram)	To scrutinise progress to implement the domestic abuse strategy and consider the response of the Criminal Justice System in holding perpetrators to account.	X	X			Protecting communities and making Warwickshire a safer place to live
	Fire & Rescue Service Improvement Plan – Verbal Update (Graham Smith)		X	X			Protecting communities and making Warwickshire a safer place to live
	Performance Improvement Plan (Monica Fogarty)	To scrutinise the action being taken to improve poor performance.		X			
2 Mar 2010	Use of Differential Targets (Monica Fogarty)	To scrutinise how and where differential targets are being used across the county and assess the impact in the context of narrowing the gap.	X	X			Narrowing the gaps
	Asset Management (TBC)	To examine the council's policy / strategy in relation to asset management and develop a clear understanding of the council's property portfolio.	X			X	Running effective and efficient services
	Cyber Crime / Scams (Mark Ryder)	To examine and identify ways in which the council can work to combat cyber crime and scams.					Protecting communities and making Warwickshire a safer place to live
	Financial Well-Being Scrutiny Review – Progress Report (Mark Ryder)	To scrutinise progress following the financial well-being review.	X				Protecting communities and making Warwickshire a safer place to live
	Fear of Crime (Kate Nash)	To scrutinise the Council's input into reducing fear of crime.	X			X	Protecting communities and making Warwickshire a safer place to live
	Locality Working (Nick Gower-Johnson)	To evaluate the effectiveness of locality working.	X		X		Locality working
	Fire & Rescue Service Improvement Plan – Verbal Update (Graham Smith)		X	X			Protecting communities and making Warwickshire a safer place to live

MEETING DATE	ITEM AND RESPONSIBLE OFFICER	OBJECTIVE OF SCRUTINY	REPORT TYPE				LINK TO CORPORATE PRIORITIES/LAA
			Member Requested Item	Performance Management	Policy Review/ Development	Overview	
	Performance Improvement Plan (Monica Fogarty)	To scrutinise the action being taken to improve poor performance.		X			
Briefing Notes							
Dates not Set	Speed Limit Review on A and B Class Roads – Impact on Casualties (Paul Galland)						
	Anti-Social Behaviour Strategy – Progress Report (Kate Nash)						
	Alcohol Harm Reduction Strategy (Kate Nash / Kit Leck)						

In-depth Reviews / Select Committees (subject to agreement by the O&S Board)

Name	Members	Objectives	Start date	Finish date
Select Committee on Alcohol Abuse		To assess the wider social and health impacts of alcohol abuse and the action taken to tackle the problem.	TBC	
Select Committee on Workforce Planning		To support the development of a vision for the Council's workforce looking 5 to 10 years ahead.	TBC	