AGENDA

CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE MEETING

Date: Tuesday 5 October 2010
Time: 6.30 pm
Venue: Town Hall, High Street,
        Maidstone

Overview and Scrutiny

Membership:

Councillors: Harwood (Chairman), Hinder, Lusty
        (Vice-Chairman), Ross, Bradshaw,
        Parr and Mrs Wilson

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1.   **The Committee to consider whether all items on the agenda should be web-cast.**

2.   **Apologies.**

3.   **Notification of Substitute Members.**

4.   **Notification of Visiting Members.**

Continued Over/:

Issued on 22 September 2010

**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

5.   Disclosures by Members and Officers:

      a) Disclosures of interest.
      b) Disclosures of lobbying.
      c) Disclosures of whipping.

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6.   To consider whether any items should be taken in private because of the possible disclosure of exempt information.

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7.   Minutes of the Meeting held on 31 August

Minutes to follow.

Maidstone Borough Council

Corporate Services Overview & Scrutiny Committee

Tuesday 5 October 2010

Gateway Review: Interview with Job Centre Plus

Report of: Performance & Scrutiny Officer

1.   Introduction

1.1   The Committee requested to hear from the Job Centre Plus regarding the Job Search Support service experience in the Gateway as part of the information gathering stage of the gateway review.

2.   Recommendation

2.1   The Committee is recommended to interview Alison Culshaw from Job Centre Plus in relation to the Corporate Services review into the Gateway. The terms of reference for the review are attached at **Appendix A**.

2.2   Ms Culshaw has been asked to talk about her experience of dealing with the gateway and any idea she may have on how the current service could be improved or expanded.

2.3   Areas of questioning could include but are not limited to:

- What are the key issues facing your service?

- Where else can people access a face2face service?

- Would you provide additional Job Centre Plus services in the Gateway?

- How is the current service advertised and marketed to customers?

- Is the current space allocated to the service sufficient?

- Have you seen a change in customer levels since moving to the Gateway?

- Have there been any complaints relating to service delivery through the Gateway?

- Are you able to extend the number of hours your service is available in the Gateway?

- What feedback have you received from residents regarding the Gateway?

3. Interview with Job Centre Plus

3.1 Job Centre Plus is a government agency supporting people of working age from welfare into work, and helping employers to fill their vacancies. They are part of the Department for Work and Pensions (DWP) and play a major role in supporting the Department's aim to "promote opportunity and independence for all through modern, customer-focused services."

3.2 They provide a wide range of information and services, like benefits, loans and grants and help with finding a job and have one of Britain's largest databases of job vacancies, which is updated constantly. The database also lets you search for training, career information, voluntary work and childcare providers across the UK.

3.3 They key objectives of the service are:

- Increase the effective supply of labour by promoting work as the best form of welfare and helping unemployed and economically inactive people move into employment.

- Work towards parity of outcomes for ethnic minority customers.

- Pay customers the correct benefit at the right time and protect the benefit system from fraud, error and abuse.

- Provide high-quality and demand-led services to employers, which help fill job vacancies quickly and effectively with well-prepared and motivated employees.

- Help people facing the greatest barriers to employment to compete effectively in the labour market and move into and remain in work.

- Improve continuously the quality, accessibility and delivery of services to all customers.

- Ensure that people receiving working age benefits fulfil their responsibilities while providing appropriate help and support for those without work.

- Increase Jobcentre Plus's overall productivity, efficiency and effectiveness

3.4   They currently provide Job Search Support service in the gateway, which aim to help people back into work. The current arrangement in the Gateway is by appointment only.

4.   Impact on Corporate Objectives

4.1   The review of the gateway links in to corporate objectives through the Council's priority of Efficient and Effective Public Services it is directly linked to the following objectives:

- KO 21 Deliver more efficient and effective Council services and increase value for money
- KO 022 Ensure people can access a wider range of services in ways that suit them.

Name of Review: Customer Services

What are the objectives and desired outcomes of the review
- To review the operation of the Gateway, in particular:
  - Establish what resident's awareness of the services provided in the gateway was;
  - Determine the suitability of the Gateway operations, including opening times and accessibility
  - Identify whether there is a suitable provision for rural residents;
  - Establish whether the Gateway offered value for money and provided a good use of space;
  - Determine whether the Gateway resources were appropriate;
  - Identify opportunities to release service pressures through removing avoidable contact and channel migration;
  - Identify the provision and suitability of facilities available for staff;
  - Identify the provision and range of services available to residents in the Gateway and establish if this is fit for purpose and what benefits each service provides residents through their presence;
  - Identify how the presence of partner organisations is communicated and marketed by the organisations to Maidstone's residents;
  - Identify opportunities for new service provisions in the gateway (this could include interviews with Kent County Council Partners and Citizen Advice Bureau regarding their experiences);
  - Identify funding arrangements with partners and make recommendations as required;
  - Identify alternative ways or delivering services and make recommendations as required;
  - Consider performance standards and performance targets; and
- To review Customer Services, in particular:
  - To identify the practice of authorities with superb service delivery reputations amongst their local populations and identify how they attained that reputation, including consideration of Councils in affluent and less affluent areas;
  - To determine the type of customer complaints received and identify how the Council had responded to them; and
  - To establish how the Council's welfare and benefits services are communicated and marketed to Maidstone's residents.

What equality issues will need to be considered as part of the review – giving consideration to the 6 strands:
- Are Council services widely accessible to people regardless of age, gender, race, sexual orientation, faith or disability?
- Is the Gateway provision accessible and useable to people with disabilities (including visual impairment)?
- Are Council communications and marketing accessible to all?
- Are customer services targeted towards particular groups? If so, is

this justified?
- Are staff trained to deal sensitively with individuals with specific needs/ faith/race/sexual orientation?
- Is help available for those who need it e.g. those who cannot access IT, those who do not have English as their first language?

Which witnesses are required?
- Cabinet Member for Corporate Services
- Director of Regeneration and Communities
- Head of Finance and Customer Services
- Customer Services Manager
- Gateway Team Manager
- Kent County Council Partners
- Partners operating in the Gateway
- Voluntary organisations
- Academics
- Best Practice Local Authorities

Other ways to seek evidence? E.g. site visits, involving members of the public, consultation.
- Working Groups
- Visit the Gateway
- Visit other Gateways
- Gateway staff surveys
- Residents questionnaire for those who use the Gateway service
- Press release for why some residents do not use Gateway service
- Consult local representatives of suitable services who have/have not used the Gateway

What information/training is needed?
- Gateway data
- Mosaic data
- GIS data

Suggested time for review and report completion date
- Nine months: Gateway sub section by end of September 2010 to feed into the Council budget setting process

How does the review link to council priorities?
- A place with efficient and effective public services

How does this item deliver CfPS effective scrutiny principles?
- Enables the voice and concerns of the public
- Drives improvement in public services

Any co-optees or expert witnesses?
- None required

Maidstone Borough Council

Corporate Services Overview & Scrutiny Committee

Tuesday 5 October 2010

Green ICT Policy Discussion Paper

Report of: Performance & Scrutiny Officer

1. **Introduction**

1.1 At its meeting on the 6 July 2010, the Corporate Services Overview and Scrutiny Committee considered its future work programme and noted that the Head of IT Services was producing a Green IT policy and agreed to add it to its work programme. The relevant extract of the minutes of the meeting is as follows:

"The Overview and Scrutiny Officer informed the Committee that the IT Manager had asked the Committee if it would be interested in being involved in the production of the Green IT policy. The Committee agreed it was an important piece of work and resolved to be involved at the preliminary stages of its production".

2. **Recommendation**

2.1 The Committee is recommended to consider the Green ICT Policy Discussion Paper and interview the Head of IT Services, Dave Lindsay and the EMS Project Manager, Jennifer Hunt with regard to Green ICT.

2.2 Areas of questioning could include but are not limited to:

- Best Practice;

- Timescales for progressing the Greening Government ICT Strategy;

- Potential savings in energy costs;

- Innovative technology; and

- Is there more that the Council could do in this area?

3. **Green ICT Discussion Policy**

3.1 As pressure continues to grow on companies and individuals to act more responsibly with regard to the environment and reduce their environmental impact on the Planet and its natural resources, Government legislation and International Law will continue to tighten.

3.2   Green computing or Green IT is defined as "the study and practice of designing, manufacturing, using, and disposing of computers, servers, and associated subsystems—such as monitors, printers, storage devices, and networking and communications systems—efficiently and effectively with minimal or no impact on the environment".

4.   Impact on Corporate Objectives

4.1   Green IT relates to the Council's priority of Clean and Green and the key objective to reduce the Council's carbon footprint and improve the use of other natural resources, whilst ensuring the Council is planning to adapt to climate change.

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES OVERVIEW AND SCRUTINY

5TH OCTOBER 2010

DISCUSSION PAPER

Prepared by: Dave Lindsay, Head of IT Services

1. DISCUSSION PAPER: GREEN ICT POLICY

1.1 Issue for Decision/Consideration

1.1.1 No decision required this paper is for discussion only.

1.2 Background

1.2.1 Corporate Services OSC have requested a paper on Green ICT to consider the Council's strategic approach to this issue.

1.3 The national agenda

1.3.1 The UK government has set a target for the central government estate to achieve carbon neutrality by 2012. The UK has an overarching target to reduce greenhouse gases by 26% or more by 2020, and at least 60% by 2050.

1.3.2 The government recently introduced a new KPI 185 "Percentage CO2 reduction from local authority operations".

1.4 The local agenda

1.4.1 Technology is a major factor in worldwide carbon emissions;

1.4.2 Turning off a single PC overnight can save 185kg of CO2 in a year; doing the same for 500 PCs would be the equivalent of taking 36 cars off the road.

1.4.3 The Council uses technology extensively, and many poor business practices in its use result in unnecessary costs and carbon emissions.

1.5 Impact on Corporate Objectives

1.5.1 The Council's Strategic Plan 2009 – 12 has a number of key objectives, including:

- to reduce the Council's carbon emissions through, amongst other activities, the introduction of Environmental Management Systems and carbon reduction targets;
- The Council's carbon emissions will reduce by 3% per year.

1.6 The Green ICT Strategy

There are a number of threads which might be included in the formulation of a more strategic approach to green ICT. The Council already has fairly mature green ICT measures in place (as evidenced in **Appendix 1**) but these have tended to grow out of individual initiatives, rather than as the result of a coherent strategic approach. These measures need to be formalised and woven into existing corporate strategies, rather than creating a new raft of policy documents.

1.6.1 Procurement.
- Ensure green issues and carbon reduction measures feature prominently in the procurement process;
- Measure and monitor carbon emissions in the Council's supply chain.

1.6.2 Operation.
- Use of low energy technologies;
- Paper and consumable consumption;
- Consider travel and plant issues;
- Usage procedures.

1.6.3 Change.
- the Green ICT agenda is not just about energy efficient IT, it can also be used to generate environmental benefits elsewhere in council operations and the wider commercial world. It is a key enabler for most business improvement programmes, providing better and more efficient services and bringing those services to the public rather than making the public come to us;
- Coupled with the cultural change and more energy efficient working practices, the use of ICT can reduce both building occupancy and travel.

1.6.4 Disposal.
- Manage equipment lifecycle;
- Recycle redundant kit to extend its lifecycle;
- Ensure disposal is in accordance with Waste Electrical, and Electronic Equipment directive (WEEE).

1.6.5 Future technologies
- Cloud computing;
- Electronic Document and records Management (EDRMS);
- Video conferencing;
- Processor technology;

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- Thin client technology.

1.7   <u>Benefits</u>
- Reduced transport costs;
- Reduced, or more cost effective use of office space;
- Carbon reduction;
- Extended lifecycle of kit.

1.8   <u>What are we already doing ?</u>

In January 2010 the Government published a "Greening Government ICT" strategy which outlines a number of suggested approaches to reducing carbon emissions as a result of government operation, they are outlines (with the Council's status) in **Appendix 1**.

Actions	Rationale	MBC status
PCs & Laptops		
1. Remove active screensavers	• A monitor left running with an active screen saver uses the same amount of energy as when the screen is in full use. • The PC may also be consuming needless power in sustaining the screensaver	**Under discussion**
2. Switch monitors to standby after 5 minutes of inactivity (no active screensaver)	• Prevents a longer period of wasted power • May be possible to use the PC standby trigger to automatically switch the monitor to standby at the same time.	**Done**
3. Shut down PCs after office hours	• For the default working day of 8 hours the overnight period lasts 16 hours, so could be wasting up to twice as much energy as consumed during the working day	**Under discussion**
4. Enable active power management on desktops (standby / hibernate after a defined period of inactivity)	• Having active power management enabled will more closely match the consumption of energy with use, reducing wasted energy • There are products that will enable active power management for all networked devices that have such power management facilities	**Done**
5. Ensure re-use of equipment that is no longer required but is still serviceable. If re-use is not possible recycle or ensure green disposal.	• The majority of energy in the life of a PC or laptop is consumed in its manufacture, delivery and disposal. • Extending its use or seeking its re-use elsewhere will save energy and materials (manufacturing stage) as well as purchase and disposal costs. • Ensuring necessary security procedures are carried out prior	**Done, new policy 2010**

	to re-use, recycling or disposal.	
6. Specify low-power consumption CPUs and high-efficiency Power Supply Units (80% conversion or better)	• Do not over specify system requirements. The richer the functionality on a device the more mains power is drawn – a high powered machine suitable for high graphic gaming is not needed in a central government office. • Power supply units convert mains AC power to the DC power needed by computers. More efficient units minimise the loss of energy from this conversion in the form of heat.	**Done**
7. Apply Thin Client technology	• A Thin client is less complex than a PC and contains fewer components, increasing its life over that of a normal PC and reducing maintenance and support costs and thus energy consumption. • However additional energy is required to support the greater bandwidth necessary for connection to its server as well as to run the server and its supporting air-conditioning equipment.	**Researched but not implemented**
8. Apply timer switches to non-networked technology and printers	• Not all ICT equipment can be networked and/or automatically shut down or put into standby mode – typically fax machines, printers and even legacy computers aren't networked. Neither do all such devices have automatic facilities to switch to a standby mode after a re-set time. • Timer switches can be used to turn off such equipment automatically outside office hours saving up to 2/3rds of its daily energy consumption if currently left on 24hours a day.	**Possible**
9. Set default green printing including duplex and grey scale	• By reducing the amount you print you will save paper and energy. • Further savings can be made by presetting duplex, booklet	**Done**

	and greyscale defaults and using a "Print on collect" facility if provided.	
10. Optimise power-saving sleep mode on printers	• Printers are only active for 263 hours/yr or 12 calendar days; so if on permanently they waste energy 97% of the time. • If power saving is already in place – reduce the amount of time before sleep activated.	**Done**
11. Printer consolidation	• Reducing the number of printers and replacing those left with networked multi-function devices (MFDs) e.g. combined printers/copiers, can significantly reduce energy consumption. • Fewer printers may also lower maintenance and management costs.	**Done**
12. Device consolidation	• Reducing the number of electronic devices an individual has will reduce in-direct energy requirements e.g. less support and maintenance. • Move from using PC to laptop or Thin Client and remote access services on a home or other non-work device connected to the internet to access email. • Rather than a mobile phone and a PDA(e.g. Blackberry), use a single integrated device and "follow-me" services • Rather than having separate video conferencing equipment consolidating it into desktop devices may reduce energy consumption	**Done**
13. Server Optimisation a. Implement storage virtualisation & capacity management b. Convert existing physical servers to "virtual servers" – partition servers that run in parallel on	• Assists in identifying unused servers and disks • Air-conditioning/cooling equipment typically requires at least the same power as the servers they cool, so reducing	**Done**

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the same hardware without any interference

servers may save twice the power required to run them.

c. Turn off servers outside their service level agreement, subject to a phase loading and chiller unit risk assessment

• Industry practice has been to run a server using only 20% of its capacity.
• A server which is switched on but idle still requires 50-70% of the power it uses when it is running under maximum load, therefore a single server running at 80% load uses considerably less energy than 4 servers each running at 20% load.

d. When designing & provisioning new services, create "virtual servers" instead of procuring physical new servers.

• Configure several 'virtual' servers onto a single server to increase capacity used. Using a single device in this way not only reduces the hardware and support costs but also decreases the energy requirement.

e. Implement a multi tiered storage solution, much of the data spinning on disks today is seldom accessed

14. Reduce cooling in the data centre to appropriate levels and increase the ambient room temperature

• Research has shown that increasing temperatures in data centres does not lead to a higher failure rate as was previously thought14.

Done

• Over 50% of the power associated with the data centre is used for cooling the ICT equipment15.
15. Identify servers and data disks in the data centre that are running but not providing any services and decommission
• A server which is switched on but idle still uses 50-70% of the power used when running at maximum load.16

16. Specify low-power consumption, low voltage servers high-efficiency Power Supply Units (80% conversion or better)

• Do not over specify system requirements. The higher the specification the more mains power is drawn.

Done

• Power Supply Units convert mains AC power to the DC power needed by computers. More efficient units minimise

the loss of energy from this conversion in the form of heat.

17. Ensure re-use of equipment that is no longer required but is still serviceable	• Energy is required to manufacture, distribute and recycle equipment as well as to use it • Extending its use or seeking its re-use elsewhere will save energy as well as purchase and disposal costs.	**Done, new policy 2010**
18. Data centre audit	• Identifies mismatches between the current physical layout and the layout that would maximise the effectiveness of cooling from air conditioning units • Up to a 20%	**Possible**

Agenda Item 10

Maidstone Borough Council

Corporate Service Overview & Scrutiny Committee

Tuesday 5 October 2010

Future Work Programme & Forward Plan of Key Decisions

Report of: Performance & Scrutiny Officer

1. Introduction

1.1 For the Committee to consider it's future work programme and the Forward Plan of Key Decisions.

2. Recommendation

1.1.1 That the Committee considers the draft Future Work Programme, attached at **Appendix A**, to ensure that it is appropriate and covers all issues Members currently wish to consider within the Committee's remit.

1.1.2 That the Committee considers the sections of the Forward Plan of Key Decisions relevant to the Committee and discuss whether these are items requiring further investigation or monitoring by the Committee.

3. Future Work Programme

3.1 Throughout the course of the municipal year the Committee is asked to put forward work programme suggestions. These suggestions are planned into its annual work programme. Members are asked to consider the work programme at each meeting to ensure that it remains appropriate and covers all issues Members currently wish to consider within the Committee's remit.

3.2 The Forward Plan for 2010 contains the following decision relevant to the Corporate Services Overview and Scrutiny Committee:

- Strategic Planning 2011/12
- Council Tax 2011/12 - Collection Fund Adjustments
- Budget Strategy 2011/12 Onwards

The report with further details on this is attached at **Appendix B**.

4. Impact on Corporate Objectives

4.1 The Committee will consider reports that deliver against the following Council priority:

- 'A place with efficient and effective public services'.

4.2   The Strategic Plan sets the Council's key objectives for the medium term and has a range of objectives which support the delivery of the Council's priorities. Actions to deliver these key objectives may therefore include work that the Committee will consider over the next year.

Corporate Services Overview and Scrutiny Committee

Work Programme 2010-2011

Date	Items to be considered
1 June 2010	• Election of Chairman and Vice-Chairman • Work Programming 2010/11
6 July 2010	• Cabinet Member for Corporate Services – priorities for the year • Leader of the Council – priorities for the year • Performance Plan • Written Maidstone House Update (rec. 6 April 10) • Interview with the Democratic Services Manager (rec. 6 April 10)
3 August 2010	• Budget Strategy *(Cllr Garland and Paul Riley)*
31 August 2010	• Customer Services Review – Gateway *(Georgia Hawkes, Lee Davey, Steve McGinnes, Sandra Marchant)* • 1st quarter performance monitoring report *(to identify topics for subsequent meeting depending if any areas of concern)* • Corporate Improvement Plan Update *(None)*
16 September 2010 (informal - daytime)	• Customer Services Review – Gateway *(External witnesses with Steve McGinnes as advisor)*
5 October 2010	• Customer Services Review *(Job Centre Plus)* • Green IT Policy *(Jen Hunt and Dave Lindsay)*
19 October (11.30 am - informal)	• Customer Services Review *(Citizens Advice Bureau)*
2 November 2010	• Interview with Cabinet Member for Corporate Services – mid-year progress *(Cllr Ring)* • Interview with Leader of the Council – mid year progress *(Cllr Garland)* • Customer Services Review *(External - TBC)*
30 November 2010	• Customer Services Review *(External - TBC)* • 2nd quarter performance monitoring report *(Depends if any areas of concern)*
10 January 2011	• Budget Strategy *(Cllr Garland & Paul Riley)* • Strategic Plan 2011/12 Update *(Angela Woodhouse and Ellie Kershaw)* • LSP thematic quarterly performance report *(Depends if any areas of concern)*

Correct as at 21 September 2010

1 February 2011	• Customer Services Review Report *(External - TBC)*
1 March 2011	• LSP thematic quarterly performance report *(Depends if any areas of concern)* • 3rd quarter performance monitoring report *(Depends if any areas of concern)*
5 April 2011	• Interview with Leader and Cabinet Member for Corporate Services – Progress Over the Year *(Cllrs Garland and Ring)*

MAIDSTONE BOROUGH COUNCIL

FORWARD PLAN

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**1 October 2010 to
31 January 2011**

**Councillor Christopher Garland
Leader of the Council**

MAID TONE
Borough Council

INTRODUCTION

This is the Forward Plan which the Leader of the Council is required to prepare. Its purpose is to give advance notice of all the "key decisions" which the Executive is likely to take over the next 4 month period. The Plan will be up-dated monthly.

Each "key decision" is the subject of a separate entry in the Plan. The entries are arranged in date order – i.e. the "key decisions" likely to be taken during the first month of the 4 month period covered by the Plan appear first.

Each entry identifies, for that "key decision" –

- the subject matter of the decision

- a brief explanation of why it will be a "key decision"

- the date on which the decision is due to be taken

- who will be consulted before the decision is taken and the method of the consultation

- how and to whom representations (about the decision) can be made

- what reports/papers are, or will be, available for public inspection

- the wards to be affected by this decision

DEFINITION OF A KEY DECISION

A key decision is an executive decision which is likely to:

- Result in the Maidstone Borough Council incurring expenditure or making savings which is equal to the value of £250,000 or more; or

- Have significant effect on communities living or working in an area comprising one or more wards in Maidstone.

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WHO MAKES DECISIONS?

The Cabinet collectively makes some of the decisions at a public meeting and individual portfolio holders make decisions following consultation with every member of the Council. In addition, Officers can make key decisions and an entry for each of these will be included in the Forward Plan.

WHO ARE THE CABINET?

Councillor Christopher Garland
Leader of the Council
christophergarland@maidstone.gov.uk
Tel: 07766 343024

Councillor Ben Sherreard
Cabinet Member for Environment
bensherreard@maidstone.gov.uk
Tel: 07789 408452

Councillor Marion Ring
Cabinet Member for Corporate Services
marionring@maidstone.gov.uk
Tel: 01622 686492

Councillor John A Wilson
Cabinet Member for Community Services
johnawilson@maidstone.gov.uk
Tel: 01622 720989

Councillor Richard Ash
Cabinet Member for Leisure and Culture
richardash@maidstone.gov.uk
Tel: 01622 730151

Councillor Malcolm Greer
Cabinet Member for Regeneration
malcolmgreer@maidstone.gov.uk
Tel: 01634 862876

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HOW CAN I CONTRIBUTE TO THE DECISION-MAKING PROCESS?

The Council encourages and welcomes anyone wishing to express his or her views about decisions the Cabinet plans to make. This can be done by writing directly to the appropriate Officer or Cabinet Member (the details of which are shown for each decision to be made).

Alternatively, the Cabinet are contactable via our website where you can submit a question to the Leader of the Council or any Cabinet Member on-line. There is also the opportunity to invite the Leader of the Council to speak at a function you may be organising.

Cabinet Roadshows are held 3 times a year in different wards. This is an opportunity for you to meet the Cabinet Members direct and discuss any issues that may concern you.

Forward Plan
October 2010 - January 2011

Decision Maker, Date of Decision/Month in which decision will be made and, if delayed, reason for delay:	Title of Report and Brief Summary of Decision to be made:	Consultees and Method:	Contact Officer and deadline for submission of enquiries:	Relevant Documents:
Cabinet Due Date: 22 Dec 2010	Strategic Planning 2011/12 To provide an update on the agreed key priorities for 2011/12 and agree the draft update to the Strategic plan	Public, Members and staff. With the public as part of the budget consultation and with Members and managers as planning meetings	Ellie Kershaw 8 December 2010	Cabinet, Council or Committee Report for Strategic Planning 2011/12
Cabinet Due Date: 22 Dec 2010	Council Tax 2011/12 - Collection Fund Adjustments To agree the levels of collection fund adjustments	Management Team, Heads of Service and Members Internal	Paul Riley, Head of Finance & Customer Services 23 November 2010	Cabinet, Council or Committee Report for Council Tax 2011/12 - Collection Fund Adjustments
Cabinet Due Date: 22 Dec 2010	Budget Strategy 2011/12 Onwards To agree a draft Council Tax and Budget Strategy for 2011/12 onwards	Management Team, Heads of Service and Members Internal and External (External - options as agreed by Cabinet in August 2010)	Paul Riley, Head of Finance & Customer Services 23 November 2010	Cabinet, Council or Committee Report for Budget Strategy 2011/12 Onwards