

## ECONOMY & CULTURE SCRUTINY COMMITTEE

5 FEBRUARY 2015

Present: County Councillor Williams (Chairperson)  
County Councillors Dilwar Ali, Aubrey, Howells, Javed, Stubbs, Weaver  
and Williams

Apologies: Councillors Cook

59 : APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Ralph Cook.

60 : DECLARATIONS OF INTEREST

No declarations of interest were received.

61 : MINUTES

The minutes of the meetings held on 4 December 2014 and 8 January 2015 were approved as a correct record and signed by the Chairperson.

62 : CORPORATE PLAN 2015-17 AND BUDGET PROPOSALS 2015-16

The Chairperson welcomed Councillor Graham Hinchey Cabinet Member Corporate Services and Performance, Christine Salter Corporate Director Resources and Marcia Sinfield Project Accountancy to the meeting.

Councillor Hinchey made a statement in which he stated that the Corporate Plan sets out the Authority's strategic policy priorities and forms part of the required statutory improvement framework. The Council has to develop a new Corporate Plan for 2015-2017 in the context of severe financial challenge. The Wales Audit Office has previously criticised the Council's Corporate Plans, with either too many objectives, resulting in lack of clarity regarding priorities or, more recently, lack of clarity about the outcomes being sought.

He stated that in a departure from previous Corporate Plans, which were structured around individual Cabinet portfolios, the 2015-17 draft Corporate Plan is structured around four priorities:

- Education and skills for people of all ages;
- Supporting people in vulnerable situations;
- Sustainable economic development as the engine for growth and jobs;
- Working with people and partners to design, deliver and improve services.

This approach has been adopted to more strongly emphasise the Council's priorities and make clear that in the current financial climate, it is necessary to secure a strong focus on a small number of priorities where significant change is required.

The "business as usual" and more service focused change will be included in Directorate Delivery Plans prepared by individual directors. This is also consistent with the approach undertaken by the Core Cities.

The Directorate Delivery Plans provide an important link between the Corporate Plan, the work of directorates, and the objectives set for individual employees.

He outlined the key Points in the Development of the Plan:

- Challenge Forum- which brings together external experts and also attended by the chair of PRAP- have considered the plan ,provided feedback and have been supportive of structure and style
- Target Setting Session: target setting held on the 21st of January with all Cabinet Members and Directors to develop challenging and appropriate targets over the life of the plan.
- All Member Workshops: Workshop held on the 22nd of January for all Members to engage with Cabinet Members and Directors on the Development of Corporate Plan
- A shorter “community facing” version of the Corporate Plan will also be developed, as the Corporate Plan itself must satisfy a number of technical requirements.

Members were provided with a presentation on Cabinet Draft Budget Proposal 2015/16.

The Chairperson invited questions and comments from Members.

- Members asked for a further explanation of the one off Capitalisation Payment. Officers advised that Welsh Government had invited bids predicated on Service Reform, Voluntary Severance and Voluntary mergers of Local Authorities. Cardiff’s bid was built around those criteria; considering expenditure on service reform, organisational development, IT and statutory redundancy costs; Cardiff’s bid amounted to £4.82m. This bid had been agreed for the full amount, whereas initially only £750k had been hoped for and therefore included in the original figures. Officers noted that the money from Capitalisation can only be used if the Council generates capital receipts to that amount. Officers had considered that a realistic figure for Capital receipts year on year would be circa £1m, but with the property strategy in place they considered a stretched target of £2.5m would be achievable and therefore only £2.5m of the £4.82m had been included in the Partnership for Change, to offset directorate pressures. However with lots of properties to move on, there was also an opportunity to flex upwards.
- Members asked for clarification on what the money could be spent on. Officers advised that it could be used to offset statutory redundancy costs (passed the financial threshold) and service reform. The Cabinet Member added that this could be an opportunity to flex down the pressures on directorates in the hope that via the memorandum of understanding with the trade unions, the desired reform would be achieved.
- Members enquired what would happen if £2.5m in capital received was not achieved. Officers explained that the full amount of capitalisation money had not been put in to alleviate directorate pressures as there would have been a pressure to sell £4.821m of property quickly and £2.5m was a viable amount.

The Director added that it was a stretched target but there was lots of opportunity to get there, although it would be a monitoring pressure for officers to keep on top of it.

- Members noted that Priority One was very low for St David's Hall and asked whether there was any scope with this. Officers explained that there was not for the moment but this could change year on year and choices chosen when decisions are made.

The Chairperson thanked the Cabinet Member and Officers for attending and answering Members questions.

The Chairperson welcomed Councillor Peter Bradbury Cabinet Member Community Development, Co-operatives and Social Enterprise, Sarah McGill Director Communities Housing and Social Enterprise, Christine Salter Corporate Director Resources and Marcia Sinfield Project Accountancy to the meeting to the meeting. Members were provided with a presentation on the Communities Housing and Customer Services Directorate Draft Corporate Plan and Budget Proposals.

The Chairperson welcomed questions and comments from Members.

- Members noted the consultation responses and the across the board opposition to the £283k budget line on libraries. With reference to Marland House, Members asked what work was being done to find suitable alternative accommodation/premises for services such as the Somali Advice Service, when Marland House closes. Officers explained that there would be a possibility of the service co locating in a Hub if they were able to secure core funding, and advice would be provided to help them do that.
- Regarding libraries Members asked how consideration of all options rather than closing them was coming along. The Cabinet Member stated that it was difficult during a budget process but it was important to try and find ways of improving the service and saving money. Certain libraries had urgent repair works needed to them; he added that his intention was not to close them but to find ways of making them more sustainable possibly through alternative ways of working.
- Members asked when Universal Credit was going to be introduced in Cardiff. Officers explained that they had recently been told it would be introduced in September/October; with only very straightforward cases transferred initially. Officers therefore were not too concerned about implications for the Council in the first year but were aware that they could come after as the further roll out of the programme happens; implications such as digitalisation and impacts on staff etc. Members were concerned that some people would not have access/skills to IT and asked whether officers would look at other authorities who had already been through the first stages to see what pressures they had found. Officers explained that they had intentions to do this to determine the long term implications of the rollout process.

- Members noted that the £283k saving line for libraries was still being decided upon but asked if it stayed whether those savings were achievable in this financial year. The Cabinet Member explained that it would be difficult and the Red/Amber Rag status reflected this. He added that half of the branch libraries were put forward and improvements to the service were needed; there had been constant salami slicing of the service over the past few years such as reductions in days and hours and it was important to find creative income streams to improve work with partners. This strategy for improvement would stay whether the budget line was removed or not.
- Members referred to the City Centre Super Hub and asked at what point it stops becoming a library, and how will the building look. The Cabinet Member stated that currently there was a whole floor that was not being used. There was a footfall of 600 people a day using Marland House which was closing so a city centre location was needed to house these services. He added that in his own ward library use had increased by 314% when the library was moved into the Hub. Officers added that their experience of combining services had been tremendously successful; one place for advice on debt/ethical credit/into work services/library/digital services. Customer satisfaction had been extremely high, when services had been carefully aligned. This also meant a better use of space, currently the ground floor of central library was not being used to its best potential. Members were informed that they would have the opportunity to see plans as to how the City Centre Super Hub would look.
- Members asked whether consideration was being given to low cost ways to increase the income of libraries such as coffee machines and donation boxes. The Cabinet Member confirmed these were good ideas and stated he wanted to keep things as in house as possible and keep the subsidy down. Income streams had not been traditionally looked at as they were seen to be limited but it was to challenge that way of thinking.

The Chairperson thanked the Cabinet Member and his officers for attending the meeting and answering Members questions.

The Chairperson welcomed Councillor Peter Bradbury Cabinet Member Community Development, Co-operatives and Social Enterprise, Councillor Bob Derbyshire Cabinet Member Environment, Chris Hespe Director of Sport Leisure and Culture, Christine Salter Corporate Director Resources and Marcia Sinfield Project Accountancy to the meeting to the meeting.

The Cabinet Member for Community Development, Co-operatives and Social Enterprise made a statement in which he explained that this was an entirely discretionary area of portfolio; staff were working very hard and making the savings was very challenging.

The Cabinet Member for Environment made a statement in which he stated that the authority has a fantastic resource in Parks, there were huge pressures facing the service over the next few years. He had been working with colleagues to find ways of mitigating the cost of the cuts, to see how to move the service forward and not allow the Parks service to be disseminated. This would hopefully be achieved through innovative ways of working.

Members were provided with a presentation on the Sports Leisure & Culture Savings Proposals 2015-16.

The Chairperson invited questions and comments from Members.

- Members enquired whether costs to service users were going to increase. Officers explained that costs go up year on year, there had been a slight increase in the yearly cost this year; there was a need to reshape the service and increase income, working differently to before.
- Members sought further information on the legislative obstacles and risks in timescales in operators taking over services, affording it a Red/Amber RAG status. Officers explained that they have experienced that many community organisations don't have the capacity to find solutions to taking over services at the speed the Council would like. There would be challenges ahead, going through a robust mechanism with contractors etc. takes time, however time invested now would prove beneficial later but pressures of savings were still apparent whilst trying to change.
- Members discussed Bowls Clubs and asked if many clubs had expressed an interest in buying back their maintenance arrangements. Officers explained that all bar one want to buy back the maintenance arrangements. Officers noted that clubs across Wales were sharing information and officers would be interested to see what operatives would charge would maintenance.
- With reference to the Main Heritage Trust Project, Members noted that consideration should be given to its name, its governance and how it operates with the Council. The Cabinet Member agreed that it was important to get things right when heritage trusts are gifted to the Council. The name is important, as it protecting the assets in the long term. An in-house trust should allow the organisation to obtain funding that the Council cannot apply for, which would make it more sustainable. Officers added that the trust needs to be flexible, bit isn't given away to be badly managed, or given away to make money that the Council could have made itself. Business cases would need to be done between now and July.
- Members discussed the disposal of public toilets and wondered if consideration had been given to managing these plots going forward. The Cabinet Member stated that the buildings were likely to be unfit for purpose unless a clever re-use idea was what put forward, if unfit for purpose they were likely to be demolished. It was also added that discussions would be had

with adjoining businesses to make facilities available in areas where public toilets had been closed.

- Members discussed the savings in Bereavement services and asked whether it was ring fenced. Officers explained that the saving was a saving corporately; the surplus would go into a holding reserve to pay for improvements to the service.
- With reference to the cutting of 8 park rangers, Members noted the written submission received at Committee and sought reassurance on the impact on friends groups. The Cabinet Member shared the concerns regarding the reduction in the number of park rangers and the subsequent impacts of this; but noted that it was difficult to find the cuts elsewhere. He assured Members that they were looking very carefully at having a very flexible team, with different roles integrated to increase that flexibility. The Cabinet Member has asked officers to arrange a meeting with friends groups and others to reassure them on the intentions and to see what help can be offered to them going forward. He added that he was relatively assured that the service would cope with reduced numbers but the situation would be carefully monitored.
- Members asked for information on the progress of the Allotment Strategy. Officers advised that Allotments was a good news story and the finishing touches were being put to the strategy/ it was noted that there was a mismatch of allotments, some with vacancies and some with queues so this needed to be looked at.
- Members asked for comparison costs of other local authorities on charges. Officers agreed to send up to date cost information to Members.
- Members discussed third party working and noted the importance of checking third party financial viability. Officers explained that a full business case would need to be shown and due diligence would be taken with robust checks made.
- Volunteers within the parks service was discussed in reference to the written submission received from the friends groups. The Cabinet Member acknowledged the importance of the volunteers but noted that expertise must also be maintained. The health and safety aspects referred to by the submission were discussed with regard to having enough staff to accompany friends groups around the city's parks.
- Members asked what affect the use of the one off Capitalisation would have on the Directorate. Officers stated that a few weeks previously they thought they needed to find £1/2m for overtime and agency costs, this was now down to £100k, so even though there was still a pressure it had been alleviated by the capitalisation contribution.

- With reference to the Capital Programme, the priority one sum of £350k for St David's Hall was noted and Members asked what scope there was to increase this if the Council looked after it. The Cabinet Member stated that as they were going through a procurement process there was little point putting huge sums of money into the building, they needed to give enough scope to draw funds from contractors, the amount may go up but it will depend what happens with procurement. It was added that the length of the contract would be 35 years to enable contractors to provide capital and get a better deal; details would be teased out through the procurement process but Officers do not want to rush options.

The Chairperson thanked the Cabinet Members and officers for attending the meeting and for answering Members questions.

The Chairperson welcomed Councillor Phil Bale Leader Cabinet Member Economic Development and Partnerships, Neil Hanratty Director Economic Development, Christine Salter Corporate Director Resources and Marcia Sinfield Project Accountancy to the meeting to the meeting.

Members were provided with a presentation on the Economic Development Directorate Draft Corporate Plan and Budget Proposal 2015/16.

The Chairperson welcomed questions and comments from Members.

- Members noted that innovative working and arms length companies were expected to make money to make the Council financially viable. Officers stated that the Directorate had received a 50% reduction in budget last year and 36% this year. The Director added that it was his intention to make the Directorate self sufficient in 3 years, so they do rely on income generated. He added that he believed the directorate could sustain itself and that various income streams contributing towards it, it could survive without a subsidy from the Council. Examples of additional income streams were given as Digital advertising across the city and income from Business Improvement. The Leader added that there was also the Investment property review of non operational estates to consider, all of which were important.
- Members discussed the Cardiff Business Council and asked how resilient it was to cuts; and whether there was any appetite from businesses to join the business council. The Leader explained that there was an upcoming launch of the Marketing Suite in the Senedd for use by Welsh Government and the council, which would be a draw for businesses. He added that he had met with the Chair of the Business Council and it was noted that they needed more big corporates on board to join the SME's. The Director added that match funding will be achieved this year for £250k for the Business Council; there was an opportunity to spread to surrounding authorities and also Welsh Government would make contributions to the marketing suite.

- Members discussed the multi purpose arena and what they considered the vague reference. Officers explained that the reference were purposefully vague on this as support was needed from Welsh Government. The convention centre at the Celtic Manor was going ahead and this would have a positive impact on hotel in Cardiff, however officers are still working towards a Cardiff Convention Centre. Regarding the Multi Purpose Arena officers explained that they need to attract a hotel with facilities and then obtain a significant contribution from Welsh Government for an indoor arena. Officers further added that less money was needed for a Multi Purpose Arena as it was a more commercial enterprise; officers were working on a scheme to fill the gap so the impact on the Council was minimised with no new requirement for funding.
- With reference to City Hall it was noted that there was a maintenance backlog and it requires investment, officer were looking at how best to attract investment into the building but still keep it at the heart of the Council. The Leader added that it was important to make the best use of lottery funding as Cardiff has a responsibility to the whole of Wales to maintain buildings such as this.
- Members discussed the membership of the Business Council and asked whether the membership had increased from last year. Officers didn't have the figures to hand however they stated that membership was well below what it should be: there were 10k members on twitter. The new marketing suite would help with improved membership as would membership being free. Officers would provide an update on membership at the end of the financial year. The Leader added that Cardiff was working with Bristol and other cities to generate interest in Cardiff.
- Members noted that there was no reference to the Greater Western Region in the Corporate Plan, all references were to Cardiff. The Leader stated that the City Region remained unchanged. The Greater Western Region is a Statement of Intent for three areas for greener energy, connectivity etc. Lobbying was going ahead in the three areas there had been success in attracting additional investment and jobs into Wales. It was early days but the priorities would be made clear from the start. Members asked if the Corporate Plan would be updated to reflect the Greater Western Region, the Leader explained that it was still at very early stages and it needed to be taken forward to Welsh Government but no problems were envisaged. He added that when City Region arrangements were finalised over the next few weeks that would be the right time to see how they knitted together with the Greater Western Region.



- With reference to Tourist Information Centres, Members considered it was sensible to scale them down the city centre one, and asked if there had been any feedback on the proposal and whether officers had looked at how other cities provide these services. Members noted there would be a new Tourism Strategy and also considered that the New Transport Interchange would be a location for providing services. The Leader agreed that opposite the Transport Interchange would be a good location, discussion were taking place with St David's 2 shopping centre and also using the Old Library. Consideration was also being given to improving the products available in the shop. The Director added that there would be an increase in digital information, with a series of information points around the City; with numbers to call and people to speak to for assistance.

AGREED – That, the Chairperson on behalf of the Committee writes to relevant Cabinet Members, Directors and officers thanking them for attending the Economy and Culture Scrutiny Committee on 5 February 2015 and to convey the following observations of the Committee when discussing the way forward:

### **Draft Corporate Plan 2015 – 2017 and 2015-16 Draft Budget Proposals Corporate Overview**

Members had a few observations following the meeting in relation to the capitalisation direction approval received from the Welsh Government on 30 January 2015. They noted that the final amount was higher than anticipated and were glad this would allow the Council to ease pressure on the overall budget.

While the Committee was of the opinion that the Council could achieve the full amount of capital receipts to meet the Welsh Government allocation at a push, Members recognised the sensible approach being taken in applying an initial budget position of £2.5m to be capitalised. Indeed the Committee was pleased with the sensible approach taken throughout this process in only writing £750,000 capitalisation into the budget, rather than anticipating a high allocation from the Welsh Government, and in resisting the temptation to sell off Council assets cheaply in order to meet the full allocation indicated on 30 January.

The Committee heard that capitalisation money can be used against statutory severance costs and the costs of organisational reform, and that this reform can be applied quite broadly. Members would hope to see that any money released through capitalisation is shared across the range of Council Directorates to assist in service improvement.

### **Communities, Housing and Customer Services Directorate**

The Committee recognised the aspirations of the Directorate to progress with Hub plans across the city and that this sits within the Corporate Plan priority of 'Working with people and partners to design, deliver and improve services'. With regard to the development of a City Centre Superhub within Central Library, the Committee could see the sense in building a critical mass of Council services within a central location in the city centre, however Members did have concerns that this would detract from the identity of Central Library and felt that this building and service must continue to

be recognised as a Library that contains additional services, rather than the Library services on offer being deprioritised.

At the meeting, Members explored the process of moving services from Marland House to the new City Centre Superhub, and focussed in particular on the Somali Advice Centre. Members were assured by the re-commissioning process set out by officers, and understood that this particular organisation had not emerged as a provider through this commissioning process. Members hoped that such an organisation would be given the opportunity to co-locate their services within the Superhub, should they be able to secure alternative sources of funding and be looking for office space to rent. Members hoped that there would be ongoing dialogue and advice provided to organisations that have not been successful in renewing their Council contracts. Members considered that the Council should aspire to have all services of this nature grouped together in a single location, regardless of whether they are Council-funded or externally funded.

With regard to the budget Members were pleased that income generation was being explored within Libraries, a development the Committee has advocated for some time. Although Members did not currently anticipate such income generation allowing Libraries to be self-sufficient financially, they felt that any additional income opportunities that could be secured for the Council cannot be ignored.

Finally, dialogue took place around Advice Services and Universal Credit. Members recognised that this issue falls under the terms of reference of the Community and Adult Services Scrutiny Committee, whose scrutiny of the budget had already taken place. Members did, however, wish to advise that officers review the situation in Neath Port Talbot Council, who they understood to be further down the track in this respect and anticipate there being lessons to learn from their experiences.

### **Sport, Leisure and Culture Directorate**

The Committee noted that a number of the savings proposals within the Sport, Leisure and Culture Directorate were subject to potential delays as the Council looks to establish partnerships and undertake procurement exercises. Members urged officers to do all in their power to prevent such delays, and the need for negotiations, jeopardising the achievement of savings within their scheduled timeframe. The Committee were aware that there were risks involved in such remodelling of services, but given the financial circumstances the Council finds itself in, Members felt the Authority must be more willing to take on more of this risk and push ahead with initiatives such as Community Asset Transfers.

The budget proposals in this area include a transfer of ownership of Cardiff Story Museum – which led Members to discuss the Old Library and the proposed Cardiff Heritage Trust. This Trust is an aspiration that the Committee would support, as Members recognised the need for a mechanism to promote the cultural gems of the city. The Committee requested that, as plans for the Heritage Trust mature, the matter is brought to a future meeting in order for them to scrutinise the proposals and contribute to their development in greater detail.

Discussions took place around the figure allocated to St David's Hall within the General Fund Capital Programme, and Members noted assurances that this figure allows the Council to be flexible within the ongoing procurement exercise and did not

commit it to extensive works on a building that it may soon not be responsible for. The Committee, however, also wished to note its reservations that the Capital expenditure required for Arts venues over the next five years may have been underestimated. Member feared that a situation could arise in the future when the Authority is required to find money for extensive repairs that haven't been factored into long term plans.

Generally speaking, Members of the Committee were reassured by the information presented by officers and the Cabinet Member with regard to the deliverability of the majority of the savings proposed across these two Directorates and how they aligned with the priorities identified within the Draft Corporate Plan. Members noted that a number of savings were predicated on the agreement of alternative delivery models, and felt this uncertainty could impact on the achievability and timing of savings.

Committee therefore felt that robust Key Performance Indicators should be agreed to govern the achievement of savings and ensure they are kept on track. Members were particularly mindful of comments recently made by the Wales Audit Office on the effectiveness of the Council's achievement of agreed savings, and they hoped the authority's performance will improve in this area in 2015/16.

Members had the following comments and observations with regard to some of the proposals;

It should be noted that it was agreed at the request of the Chair of the Environmental Scrutiny Committee that the Committee would scrutinise the budget proposals in relation to Bereavement Services and Public Conveniences. This was agreed in order to avoid senior officers being required to attend an additional meeting in order for two proposals to be scrutinised.

The proposals for the Park Ranger service had generated some degree of public interest, and as such, a written statement had been received by the Committee outlining some concerns. Many of these concerns were addressed by the Cabinet Member during the meeting and Members recognised the pressure to find savings, and that the Cabinet Member felt this area would have the lowest impact compared to other areas for savings considered. The Committee was glad that the Cabinet Member was aware of the impact this remodelling may have on the support given to 'friends' groups, and Members welcomed the assurances given that these groups were being consulted on these proposals and exploring how the Council can continue to provide assistance to them.

The Committee was not against the decision to close a number of public conveniences across the city; however Members were concerned that these disused buildings would be assumed worthless as alluded to during the meeting. The Committee was minded to note that some of these facilities could become valuable assets with a bit of creative thinking, given that some are situated adjacent to parks, cemeteries or libraries, and could for example become a small shop or kiosk in the case of the public conveniences on Llandaff High Street. The Committee welcomed the work that had been undertaken by the Council to negotiate with local businesses to allow the public access to their facilities, however Members felt that this could be publicised more extensively in order to attract more of support from the business community, and so that the public have awareness of the buildings they can use.

At the meeting, the Cabinet Member was challenged on the fact that the fees charged by Bereavement Services were already high and should not be raised any further, and Members requested that information be sent through to the Committee on how these prices compare.

Finally, the Committee was given assurances that the increased fees and charges for allotments were in line with the ongoing Allotment Strategy being developed by the Council, and were not minded to oppose this proposal. Members would however request that this Strategy comes through the Committee at a later date, enabling them to review this service in more detail.

### **Economic Development & Partnerships Portfolio**

The Committee was pleased to hear the Director set out his ambition for the Economic Development Directorate to reach a position where it is self financed, and Members welcomed the range of initiatives and funding mechanisms that were being explored in order to achieve this. Members felt it was a credit to the Directorate that plans to improve services offered by the Council in this area were progressing in the face of these budget reductions.

While concerned to hear that some of the city's larger businesses have still to sign up as members of Cardiff Business Council, Members were reassured by the confident assertion that CBC will be able to bear a reduced revenue budget allocation from the Council, and hope that going forwards its aspirations to attract the involvement of larger businesses are met. It is important that the Business Council engages large businesses such as those involved in the Cardiff Business Partnership, alongside small and medium sized enterprises. The Committee requested that more information on the approaches being taken to get these businesses on board is submitted for its consideration. Members also requested updated membership figures for Cardiff Business Council.

The Committee recognised the aspirations set out within the Draft Corporate Plan for progression of a Multi-Purpose Arena to help achieve the priority 'Sustainable Economic Development as the Engine for Jobs Growth'. Members were, however, concerned that while plans for an arena and convention centre have been expressed for some time, they still lack detail and appear somewhat vague. Members look forward to having the opportunity to scrutinise these plans when they are more substantial, and hope that the assurances given that the facility will meet the city's needs.

Members also questioned whether the Corporate Plan would need to be updated in light of recent announcement of a partnership with Newport and Bristol under the banner of 'Great Western Cities'. Members expressed concerns that this would seemingly conflict with the Capital City Region plans, which were mentioned in the Draft Corporate Plan. Members welcomed assurances that there would be no conflict, and that this partnership would complement to the aspirations for the Cardiff City Region and would help generate increased interest in Cardiff and South Wales from a business perspective. Members look forward to the upcoming announcement from the City Region in respect of this, and look forward to scrutinising this arrangement in the future.

Generally speaking, Members of the Committee were reassured by the information presented by officers and the Cabinet Member with regard to the deliverability of the majority of the savings proposed in the Portfolio and how they align with the priorities identified within the Draft Corporate Plan. Members wished to note the importance of establishing robust Key Performance Indicators that will govern the achievement of savings and ensure they are kept on track. Members were particularly mindful of comments recently made by the Wales Audit Office on the effectiveness of the Council's achievement of agreed savings, and hoped the authority's performance will improve in this area in 2015/16.

63 : DATE OF NEXT MEETING

Members were advised that the next meeting was scheduled for Thursday 5 March 2015 at 4.30pm.