

**DRAFT DIRECTORATE DELIVERY PLAN 2016 – 2018:  
CITY OPERATIONS DIRECTORATE**

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**Purpose of Report**

1. To provide Members with background information to facilitate the scrutiny of the areas of the City Operations Directorate Delivery Plan for 2016 – 18 that fall within the remit of this Committee. The scrutiny will enable the Committee to pass comments to the relevant Director and Cabinet Member, so that final plans can be informed by the views of scrutiny Members. At this meeting the Committee can scrutinise:
  - The Directorate’s contribution to delivering the Council’s Corporate Plan 2016-18 via the commitments detailed in the Action Plan;
  - The milestones and timescales for delivering the commitments in 2016-17;
  - The resources it has to deliver these commitments in 2016-17;
  - The Directorate’s key achievements during 2015/16.

**Background**

2. The Corporate Plan 2016 -18 was approved at Council on 25 February 2016. It sets out four key priorities for Cardiff:
  - Better Education and Skills for All;
  - Supporting Vulnerable People;
  - Creating more jobs and better paid jobs; and
  - Working together to transform services.
3. The accompanying report taken to Cabinet stated that ‘Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery

Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny'.<sup>1</sup>

4. As part of the Council's response to the WAO's January 2016 follow-on assessment, a commitment was made in Cardiff's Statement of Action to ensure Directorate Delivery Plans are 'SMART' by the end of April. As such, the Council will be undertaking a peer review involving colleagues from across the Council's directorates to build on the Central Performance Team's own quality assurance process, ensuring this commitment is met.
5. Although it would have been ideal for this work to have been completed ahead of consideration of Directorate Delivery Plans by scrutiny committees, this was not possible due to timing of the scrutiny cycle. However, it should be noted that the focus of the peer review work will not be to make substantive changes to the commitments within plans, but to ensure they fully meet SMART criteria.

#### **Draft City Operations Directorate Delivery Plan**

6. A significant amount of service delivery from the City Operations Directorate falls within the remit of this Committee; the exception to this would be services which fall under Leisure & Play, Parks, Cardiff Harbour Authority and Sports Development which are scrutinised by the Economy & Culture Scrutiny Committee. The responsibility of scrutiny of the Shared Regulatory Service is shared between the Environmental Scrutiny Committee (Public Protection, Environmental Health Policy, Licensing Policy) and the Community & Adult Services Scrutiny (Private Sector Housing & Consumer Protection).
7. The City Operations Directorate Delivery Plan (**Appendix 1**) identifies the directorate's core achievements from 2015/16. A comprehensive list of achievements can be found on Pages 8 - 11.

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<sup>1</sup> Corporate Plan 2016-16, Report to Council, 25 February 2016

8. Pages 12 to 15 of **Appendix 1** set out the key aspirations for 2016-17 for the City Operations Directorate. Those relevant to this Committee's terms of reference are:

**Priority 2: Supporting Vulnerable People**

- Further embed and integrate Shared Regulatory Services to help deliver more efficient, cost effective services, increasing the resilience of Trading Standards, Environmental Health and Licensing across the region;
- Continue our programme of energy efficiency improvements to housing, subject to forthcoming Welsh Government funding;
- Through the Directorates People Programme, provide employment and training and development opportunities for NEETs, the long term unemployed and individuals with special needs;
- Continue to engage on projects by the Access Focus Group and any specific organisations or charities that represent vulnerable groups.

**Priority 3: Creating More and Better Paid Jobs**

Strategic Planning:

- Adopt new suite of important Supplementary Planning Guidance (SPG) in order to provide further elaboration on new LDP priorities so that new development proposals can be arranged within the most effective policy framework;
- Work with other Local Authorities in the region to commence work on the early stages of preparing a Strategic Development Plan (SDP) which is a new statutory requirement contained in the Planning (Wales) Act 2015;
- Finalise and begin implementation of Cardiff Bay, City Centre Masterplans and major regeneration projects to help Cardiff become a world class destination for tourism, leisure and to support economic growth;
- Consult and deliver Community Infrastructure Levy (CIL) including a draft charging schedule to help create attractive public space and good supporting transport infrastructure.

Service wide:

- Continue to provide employment through a wide range of Apprenticeships and Traineeships.

#### **Priority 4: Working together to transform services**

Alternative Delivery Modelling:

- Deliver (as agreed) ADM infrastructure transformation proposals;
- Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017;
- Drive forward waste minimisation and increase recycling - achieve over 60% recycling;
- Develop the next phase of the waste strategy to explore the most cost effective recycling collection method for Cardiff;
- Close Lamby Way Landfill Site to inert waste materials and complete final phases of landfill capping and restoration;
- Open the new Household Waste Recycling Centre at Lamby Way to improve services for householders and businesses;
- Provide a support network of furniture reuse partners for householders of Cardiff;
- Further expand the commercial waste service business and secure long term partnerships with neighbouring authorities to bring in new income for the Council;
- Undertake detailed modelling to test and consider the most efficient and cost effective recycling services possible for Cardiff;
- Publish service standards for recycling and waste services to support the waste strategy;
- Develop and utilise partnerships to support delivery of reuse services.

Transport Strategy:

- Ensure submission of application for new agreed Central Bus interchange and deliver the scheme to completion in December 2017 to provide a high quality gateway into the City;
- Work in partnership with the Welsh Government, Local Authorities in the Region and other stakeholders to ensure that City Deal Transport Projects are scoped and agreed;

- Ensure delivery of new Cardiff West Transport Interchange (Waungron Road);
- Roll out MTO / Residential Parking in agreed locations to ensure effective network management;
- Provide improved payment options by delivering new generation parking meters and pay by phone for on street parking;
- Deliver a city wide smart sensor parking system which is integrated with other parking infrastructure to facilitate more efficient use of parking resources and contribute to reducing congestion and pollution in Cardiff;
- Deliver and begin implementation of a Transport Strategy, a new Cycle Strategy, Bus Priority, Cycle Hire scheme, initial 75% resident parking areas and roll out further 20mph limits in selected areas;
- Develop and consult on an Active Travel Integrated Network Map as required by the Active Travel (Wales) Act 2013;
- Utilise grant secured from Welsh Government to continue to deliver new infrastructure to develop the City's Strategic Cycle Network;
- Deliver an externally funded On Street Cycle Hire scheme for the City to promote access to cycling and encourage the increased uptake of active travel modes;
- Utilise grant secured from Welsh Government to continue to deliver road safety improvements to reduce casualties at sites with a collision history;
- Contribute to the publication of a follow up Bike Life report in Autumn 2017 to gather further data reflecting public attitudes to conditions for cycling in Cardiff and demand for future improvements.

#### Energy & Sustainability:

- Implement the enhanced energy efficiency programme for Council buildings using additional Welsh Government Invest to save funds;
- Deliver a feasibility programme for a Renewable Heat Network in Cardiff;
- Further develop renewable energy and energy efficiency activities in response to new policies and funding opportunities;
- Procurement of new LED street lighting on the strategic road network and commencement of implementation to enable further energy savings.

Service improvement:

- Transformed high performing and among best in class services. Fully engaged, valued, and well managed teams with low sickness and high productivity;
- Maximise the use of technology and apps (Waste, Transport, Highways etc.) to improve communication and engagement both within services and with the public;
- Implement new income generating schemes and opportunities for the commercial services;
- Ensure a strategic approach to budget planning and effective delivery of in year savings and income generation;
- Deliver service improvements to achieve a 'one Council' approach to the management of our infrastructure assets.

9. The Action Plan (found on pages 19 to 64 of **Appendix 1**) details the commitments made by the Directorate, linking them back to the Corporate Plan Priorities and details how success will be measured. The Action plan is split into four sections:

- Corporate Plan and Cardiff Partnership Priorities;
- Core Business Priorities;
- Planning for the Future;
- Measures (performance measurement).

10. To assist Members, listed below are the relevant Corporate Plan and Cardiff Partnership Priorities that fall within the terms of reference of this Committee. Members will find relevant milestones listed alongside these commitments in **Appendix 1** (pages 19 to 31).

### **Transport Policy (pages 19 to 22) Priority 3 - Creating More Jobs and Better Paid Jobs**

- **Improvement Objective** – 3.1: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure
  - **Commitment** - Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by December 2017.
  - **Directorate / Service Action** - Work with partners to design and deliver a new transport interchange, including a new bus station as part of a high quality

gateway into the city by December 2017 to help create attractive public space and good supporting transport infrastructure.

- **Commitment** - Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro
- **Directorate / Service Action** - Work in partnership with the Welsh Government, Local Authorities in the Region and other stakeholders in the formulation of proposals to develop the transport infrastructure for the Cardiff City Region Metro that will help deliver up to 25,000 new jobs and leverage an additional £4 billion of private sector investment across the region over the next twenty years.
- **Commitment** - Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016.
- **Directorate / Service Action** - Develop and consult with stakeholders on Cardiff City Transport Strategy to provide a clear and concise summary of the Council's transport priorities and proposed transport projects and how they will support the Council's Vision for Cardiff to become Europe's most liveable capital city and support delivery of the Local Development Plan target of 50% of all journeys to be made by sustainable transport by 2026; Approve Transport Strategy by October 2016, following public consultation and stakeholder engagement.

### **Strategic Policy (pages 23 to 24) Priority 3 - Creating More Jobs and Better Paid Jobs**

- **Improvement Objective** – 3.1: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure.
  - **Commitment** - Deliver first phase of the Action Plan for Cardiff Bay by December 2016.
  - **Directorate / Service Action** - Building on the 2014 report "A vision for the Bay"; Cardiff's World Class Waterfront, Deliver the first phase of the Action Plan for Cardiff Bay by December 2016 to become a world class destination for tourism and leisure.
  - **Commitment** - Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021.

- **Directorate / Service Action** - Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021 which is a new statutory requirement contained in the Planning (Wales) Act 2015.

### **Highway Operations (pages 25) Priority 3 - Creating More Jobs and Better Paid Jobs**

- **Improvement Objective** – 3.1:Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure.
  - **Commitment** - Establish a strategy for asset maintenance & renewal within the new City Operations directorate by October 2016.
  - **Directorate / Service Action** - Establish a strategy for asset maintenance & renewal within the new City Operations Directorate by October 2016 to improve condition of the asset.

### **Transport Policy (pages 25 to 27) Priority 3 - Creating More Jobs and Better Paid Jobs**

- **Improvement Objective** – 3.1:Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure.
  - **Commitment** - Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.
  - **Directorate / Service Action** - Develop a Cardiff Cycle Strategy benchmarked against European best practice by December 2016.

### **Infrastructure Services Project (page 30) - Priority 4 - Working Together to Transform Services**

- **Improvement Objective** – 4.1:Communities and partners are actively involved in the design, delivery and improvement of highly valued services.

**Commitment** - The new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, to be fully operational by March 2017.



**Directorate / Service Action** - Help to reduce the drain on revenue, increasing income and improving services and failure demand through implementing a new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, to be fully operational by March 2017.

**Statutory Recycling Target (page 31) - Priority 4 - Working Together to Transform Services**

- **Improvement Objective** – 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services.
  - **Commitment** – Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017.
  - **Directorate / Service Action** - Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017. Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017 by increasing the tonnages to recycling, reducing tonnages to disposal, whilst ensuring cost effective service delivery.

11. The section on *Core Business Priorities* contains the commitments listed below that fall within the terms of reference of this Committee. Members will find relevant milestones, performance measures and evidence references listed alongside these priorities in **Appendix 1** (page 32 to 60):

**Transformation Projects (pages 32 to 38) Priority 4 - Working Together to Transform Services**

- **Improvement Objective** – 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services.
  - **Commitment** – The new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, to be fully operational by March 2017.

- **Directorate / Service Action** - Develop a Modified In-House Alternative Delivery Model for City operation services to improve alignment of core processes and effective and efficient working.
  - **Commitment** - Service Transformation.
  - **Directorate / Service Action** - Prioritise the Digitalisation Strategy improvements required in relation to technology across the Directorate to improve delivery of services.
  - **Commitment** - Organisation Development Programme.
  - **Directorate / Service Action** - Improve staff engagement and development through reviewing outcomes of Directorate Roadshows and Employee Surveys, and creating and implementing Thematic Action Plans by March 2017.
  - **Commitment** - Service Transformation.
  - **Directorate / Service Action** - Develop a Directorate Working Practices Strategy to improve service delivery which will include reviewing, resources, demand and smarter working.
  - **Commitment** - Service Transformation.
  - **Directorate / Service Action** - Develop a City Operations Engagement Strategy to improve consultation with the public.
- **Improvement Objective** - 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas.
    - **Commitment** - Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers.
    - **Directorate / Service Action** - Undertake a review and develop and implement a Sickness Action Plan to help reduce absence.

#### **Budget Projects (pages 39 to 40) Priority 4 - Working Together to Transform Services**

- **Improvement Objective** – Budget Projects.
  - **Commitment** - Budget Strategy.
  - **Directorate / Service Action** – Development of a 2 Year Budget Plan to meet Directorate financial savings.
  - **Commitment** – Budget Strategy.

- **Directorate / Service Action** - Deliver the identified budget savings for collections & disposal for 2016/17 savings whilst maintaining service standards.

### **Commercialisation Projects (pages 41) Priority 4 - Working Together to Transform Services**

- **Improvement Objective** – Commercialisation Projects.
  - **Commitment** – Budget Strategy.
  - **Directorate / Service Action** - Agree and implement Recovery and Income Generation Strategy to help make budget savings.

### **Waste Strategy Projects (pages 42) Priority 4 - Working Together to Transform Services**

- **Improvement Objective** – Waste Strategy Projects – 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services.
  - **Commitment** - Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017.
  - **Directorate / Service Action** - Undertake a Waste Strategy Review to ensure legal compliance of recycling services, robust service delivery and future investment profiles; all enabling the Council to set out long-term strategic plans to achieve 70% recycling ahead of 2024/25.

### **Bereavement Projects (page 43) Priorities 2 & 3: Supporting Vulnerable People & Creating More and Better Paid Jobs**

- **Improvement Objective** – Bereavement Projects - 3.1: Cardiff has more employment opportunities and higher value jobs; 3.2: Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure.
  - **Commitment** – Burial Strategy.

- **Directorate / Service Action** - Ensure sufficient provision of new burial space for the City by March 2018.

### **Neighbourhood Services Projects (page 44 to 45) Priority 4: Working Together to Transform Services**

- **Improvement Objective** – Neighbourhood Services Projects - 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services.
  - **Commitment** – The new approach to the delivery of infrastructure services, including Waste, Cleansing, Parks, Highways, Design, Fleet and Facilities Management services, to be fully operational by March 2017.
  - **Directorate / Service Action** - Improve Neighbourhood Services Operations and roll out City Wide by March 2017.
  - **Directorate / Service Action** - Improve operations through developing and implementing Enforcement Strategy.

### **Transport Projects (46 to 49) Priority 3: Creating More Jobs and Better Jobs**

- **Improvement Objective** – Transport Projects - 3.2: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure.
  - **Commitment** – Transportation / Cycle Strategy.
  - **Directorate / Service Action** – Develop and deliver Civil Enforcement Strategy to support the Local Transport Plan and improve the use of transport infrastructure.
  - **Directorate / Service Action** – Deliver the Cardiff Parking Strategy and its action plan to support the Council's Transport Strategy.
  - **Directorate / Service Action** – Implement an On Street Cycle Hire Scheme to support the Council's Transport Strategy and Cycle Strategy and to contribute to promoting the increased uptake of cycling as a mode of transport.
  - **Directorate / Service Action** – Deliver a programme to roll out expanded 20 MPH Limits in identified areas to support the Council's Transport Strategy and contribute to improving the liveability of residential areas in the city.

- **Directorate / Service Action** – Deliver the Western Transport Interchange on the redundant Waungron Rd Recycling Facility to provide an Interchange facility for public transport from West Cardiff, the City Centre and East Cardiff linked to rail services from Radyr, Treherbert, Aberdare, Merthyr, and to allow the establishment of cross city bus services resulting in a highly accessible interchange facility reachable by public transport from all parts of city and beyond due to rail connections.

### **Energy Projects (page 49 to 50) Priorities 3 & 4: Creating More and Better Paid jobs; Working Together to Transform Services**

- **Improvement Objective** – Energy Projects - 3.1: Cardiff has more employment opportunities and higher value jobs; 4.1: The City of Cardiff Council makes use of fewer, but better, buildings.
  - **Commitment** – Energy Prospectus.
  - **Directorate / Service Action** – Delivery of the renewable live energy schemes within the Energy Prospectus to address our carbon reduction commitments.
  - **Directorate / Service Action** – Develop a District Heating feasibility study for the city to address our carbon reduction commitments and improve energy security.
  - **Directorate / Service Action** – Deliver the Energy Efficiency Retrofit of Council's Estate with partners to reduce energy and improve energy security.

### **Regulatory Collaboration (pages 50 to 51) Priority 4: Working Together to Transform Services**

- **Improvement Objective** – Regulatory Collaboration - 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services.
  - **Commitment** – Regulatory Collaboration.
  - **Directorate / Service Action** - Embed the Shared Regulatory Services (SRS) regional collaboration with the Vale of Glamorgan and Bridgend Councils.

### **Planning Projects (pages 51 to 52) Priority 3: Creating More Jobs and Better Paid Jobs**

- **Improvement Objective** – Planning Projects - 3.2: Cardiff has a high quality city environment that includes attractive public space and good supporting transport infrastructure.
  - **Commitment** – Strategic Planning.
  - **Directorate / Service Action** - To progress the adoption of a Community Infrastructure Levy (CIL) which includes a draft charging schedule and public inquiry to help create attractive public space and good supporting transport infrastructure.
  - **Directorate / Service Action** - Embed the Local Development Plan (LDP) to help to deliver and bring forward new homes and jobs which are key policy objectives of the Welsh Government & Cardiff County Council.

#### **Schools Transport Project (page 52) - Priority 2: Supporting Vulnerable People**

- **Improvement Objective** - 2.3: People in Cardiff are Supported to Live Independently.
  - **Commitment** – Special Education Needs Review (SEN).
  - **Directorate / Service Action** - Undertake a review of transportation requirements to take into consideration Special Education Needs (SEN) to provide a bespoke transport package for individuals.

#### **Highways Projects (page 53 to 54) Priority – None**

- **Improvement Objective** – None.
  - **Commitment** – Coastal erosion and tidal flood protection.
  - **Directorate / Service Action** - Develop a Strategy for the maintenance and protection of the coastline to prevent coastal flooding and erosion.

#### **Public Convenience Project (page 58 to 59) - Priority 4: Working Together to Transform Services**

- **Improvement Objective** - 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly valued services.

- **Commitment** – Public Convenience Strategy.
- **Directorate / Service Action** - Undertake a review of current situation in relation to public convenience and develop a strategy for new arrangements throughout the City by March 2017 to identify and implement an alternative provision.

#### **Council Wide (page 59) - Priority 4: Working Together to Transform Services**

- **Improvement Objective** - 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas
  - **Commitment** – Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017.
  - **Directorate / Service Action** - Benchmark service performance with core cities, or relevant benchmark organisations, in order to drive better outcomes for citizens, businesses and visitors.
  - **Directorate / Service Action** - Assess your team’s capacity to deliver a Welsh bilingual service.

12. The section on *Planning for the Future* (page 19) contains the following potential impact and associated mitigating actions that fall within the terms of reference of this Committee:

#### **Commitment - Establish a Strategy for Asset Maintenance & Renewal (page 61)**

- **Potential Impact** – Establish a strategy for infrastructure asset management including maintenance and renewal.
  - **Mitigating Actions** - Gain support for a one council approach to infrastructure management across services and Directorates; Gather information on infrastructure assets and put in single asset management database (AMX); Develop safety and asset inspection regime for all infrastructure assets to reduce the likelihood of claims by third parties; Utilise AMX to provide detailed maintenance and renewal programmes for all asset types to ensure maintenance and renewal is managed.

## **Commitment – Budget Strategy (page 62)**

- **Potential Impact** – Identification of future financial savings for 2017/18 & 2018/19
  - **Mitigating Actions** - Develop savings plans for 17/18 and 18/19 To meet saving levels identified Corporately; Continue the development of the commercialisation strategy action plan to support identifying opportunities and benchmarking against other local authorities; Develop a 5-year saving plan to support early identification and support for saving plans including where required public consultation. This will pick up strategic programmes such as the energy portfolio, collaborative working with other local authorities and invest to save projects.

13. The *Key Performance Indicators* section of the Directorate Delivery Plan contains a range of indicators which will be used by the Council to determine the performance of the City Operations Directorate. These will form the basis of performance monitoring reports for the year. The Performance Indicators for City Operations are contained within **Appendix 1** (pages 63 and 64).

### **Way Forward**

14. Councillor Bob Derbyshire (Cabinet Member for the Environment) and Councillor Ramesh Patel (Cabinet Member for Transport, Planning & Sustainability) have been invited to attend to discuss the areas of the City Operations Directorate Delivery Plan 2016 – 2018 relevant to their portfolio of responsibility.
15. Members may wish to explore the following areas:
- Whether the Directorate is supporting delivery of the Corporate Plan via the commitments detailed in the Action Plan;
  - Whether the milestones and timescales for commitments are appropriate and achievable;
  - What the arrangements are for monitoring implementation of the Business Plan commitments;
  - Whether the performance measures are appropriate and fit for purpose;
  - The Directorate's resource levels and whether these are sufficient to resource the commitments in the Action Plan;



- How the Directorate is planning for the future; and
- The Directorate's key achievements during 2015/16.

### **Legal Implications**

16. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

17. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to:

- Consider the information in the report, appendices and provided at the meeting;
- Decide whether the Committee would like to make any comments to the Cabinet and Director;
- Decide the way forward for any future scrutiny of the issues discussed.

**David Marr**

Interim Monitoring Officer

13 April 2016