

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

20 FEBRUARY 2013

Present: County Councillor Clark (Chairperson)
County Councillors Bale, Hunt, Keith Jones, Knight, Lloyd,
Robson and Walker

Apologies: Councillor Mitchell

45: MINUTES

The minutes of the meeting of the Policy Review and Performance Committee held on 16 January 2013 were agreed as a correct record and signed by the Chairperson.

46: DECLARATIONS OF INTEREST

The Chairperson reminded Members of their responsibility under Part III of the Members' Code of Conduct to declare any interest in general terms and to complete personal interest forms at the start of the meeting and then, prior to the commencement of the discussion of the item in question, specify whether it is a personal or prejudicial interest. If the interest is prejudicial Members would be asked to leave the meeting and if the interest is personal, Members would be invited to stay, speak and vote.

47: DRAFT CORPORATE PLAN – 2013 – 2017

The Chairperson welcomed Councillor Heather Joyce, Leader of the Council; Councillor Russell Goodway, Cabinet Member for Finance, Business & Local Economy; Jon House, Chief Executive; Mike Davies, Head of Scrutiny Performance and Improvement; and Christine Salter, Corporate Chief Officer, Corporate Services.

The Chairperson reminded Members that they had a responsibility for scrutinising the strategic planning of the Council and the Corporate Plan which was the key strategy statement of this.

The Committee received an amended version of the Corporate Plan, which had been circulated with the Cabinet Papers. This version showed tracked amendments compared to the version sent out with the Committee Papers. Copies of the letters written by the other Scrutiny

Committee Chairpersons following their Committees' scrutiny of the budget were also circulated.

The Chairperson invited Councillor Joyce to make a statement.

Councillor Joyce emphasised that in May 2012 the Administration made a commitment to revitalise communities and make Cardiff world class city. The Corporate Plan articulated the Administration's stated vision and ambition with the intention to shape and develop communities. The Improvement Agenda was being set out across Wales and to achieve this ambition there were five themes that would underpin all that the Council did, along with prioritising services and informing its decisions.

The five themes were as followed:

1. Creating a better future for our city
2. Creating jobs & opportunity for all
3. Helping those that need it most
4. Working together for the city and region
5. Working smarter and better

As outlined in the Corporate Plan the structure was based upon Cabinet Member Portfolios. Each individual Cabinet Member had responsibility for that specific remit and was accountable for delivery under it. Corporate priorities had been fed into each portfolio in order to deliver and provide essential services. Supporting the young and the vulnerable was at the forefront of the Cabinet's Agenda, along with economic development of the city and its region. Particular attention was paid to future investment and expansion. Collaborative working was also being considered with joint working proposed with neighbouring authorities and external organisations. Service delivery had to potentially change in order to improve working practices in this severe economic climate to meet the needs of the taxpayers of Cardiff and to deliver the priorities of the city.

Jon House explained to the Committee that the Council was working under clear strategic direction and political guidance. In June 2012 the Administration outlined its Vision Document and had achieved its targets to date. The Corporate Plan outlined a 4 year initiative using ambitious targets and objectives for the future. These targets would be monitored by Scrutiny and the Wales Audit Office. This was a radical agenda with the accountability being placed on the Cabinet Member to deliver and the new Senior Management structure reflected this. The Change agenda

was massive with the challenges being increasingly severe and resulted in stringent budget proposals for future years. These challenges had led to the consideration of alternative ways of working in partnership with neighbouring authorities, Health, Police and Third Sector Organisations. School Improvement was vital and this was relayed through the ESTYN Action Plan for improvement and progress.

The Committee received a presentation from Mike Davies on the Corporate Plan which outlined the following:

Corporate Plan 2013 – 2017

Developing the Corporate Plan

The Corporate Plan had been developed to:

- *Take forward the priorities of the Administration*
 - *“Standing Up for Cardiff”*
 - *“Leading Cardiff, Building Communities”*
- *Reflect the views of the citizens (e.g. Ask Cardiff Survey 2013)*
- *Recognise Service Area pressures*
- *Respond to the Improvement agenda*
- *Meet statutory requirements*

- i.e. contribute to the Statutory integrated partnership Strategy

All considered within the context of the Council’s Budgetary Framework.

Corporate Plan 2013 – 2017

- *The Corporate Plan articulates the administration’s stated vision and ambition*
- *To achieve this ambition there were five themes that would underpin all that the Council did.*
- *These themes would help prioritise services and inform decisions*

Creating a better future for our city – making the right decisions which would achieve sustainable outcomes

Creating jobs & opportunity for all – making Cardiff an economically competitive capital to lead Wales out of recession, ensuring jobs and opportunities for everyone and improving education attainment

***Helping those that need it most** – addressing the inequality that exists across Cardiff by supporting those with lower incomes and those who were vulnerable.*

***Working together for the city and region** – ensuring that as the city grows it benefits both residents and the wider region.*

***Working smarter and better** – improving and maintaining standards of service delivery in the face of reducing resources for local government.*

Corporate Plan Structure

Leader's Introduction

- *Statement on direction of travel*
- *Aspirations for the Administration/ Key Themes*
- *Recognition of financial realities and constraints*
- *Corporate Overview*

Section for each Cabinet Member

- *Member statement for Each Portfolio*
- *Context*
- ***Key Objectives** against each of the 5 themes*
- *Allows **clear lines of accountability***

Delivery Plan

- *The Delivery Plan will sit behind the Corporate Plan to meet all statutory requirements*
- *Includes **Milestones for the Objectives***
- ***Key Performance Indicators***

The Chairperson thanked Officers for the informative presentations and invited the Members of the Committee to ask questions on the Corporate Plan.

Members of the Committee drew attention to the 5 themes, which related to the 7 themes included in the “What Matters” document and asked if delivery of these themes were achievable without losing sight of the relevant aspect behind each theme. Members were not satisfied that the linkages between the outcomes contained within the What Matters strategy and the five themes set out in the Corporate Plan had been sufficiently established. They were of the view there was a slight disconnect between the two documents.

The Leader assured the Committee that the 5 themes led into the “What Matters” Strategy in order to achieve the 7 outcomes. This was an ambitious strategy that would be achieved without losing sight of the main objectives contained in the outcomes. The 7 outcomes were interlinked to the 5 themes developed in the new Corporate Plan with direction being channelled through the new methodology. This Corporate Plan was different and incorporated all objectives and initiatives of the Cabinet, with the methodology giving a more transparent outline to its themes.

The Committee asked for further information on the targets being set for the library service and what the specific target was for Public Library Standards. In response, Officers explained that certain specific targets were not outlined in the Plan as these were aspirations and overall broad targets that did not interlink to the Service Areas. Specific targets would be outlined in the Service Level documents predominantly used and drafted in the Service Areas. The Corporate Plan was a framework of the objectives and themes developed by the Administration rather than containing detail on specific issues.

Members of the Committee asked what key audiences the Corporate Plan had been designed for, as there were no clear measurements contained in it. In response, Officers advised that preliminary consultation had been carried out with the Welsh Audit Office on the Plan’s style and structure. This Plan focused on a varied audience to give an overview of the future objectives of the Cabinet. Specific targets would be relayed in Service Area Business Plans drafted within each department.

Members stressed the importance of services provided by libraries as a result of the Council’s reading initiative being promoted at that time. Citizen engagement was essential and the future provision of the library service was part of that programme especially if opening hours were to be affected. In response Officers acknowledged that Members were concerned about certain proposals, however, the main body of the Corporate Plan was an overview of aspirations.

The Committee asked when the Service Areas Business Plans would be made available. In response, Officers explained that Service Areas Business Plans would be available from April onwards. However, these were live plans that would be subject to change.

Members of the Committee were informed that each Portfolio Target would last the lifetime of the Plan. Milestones had been set and quarterly reports on the framework would come forward.

Members of the Committee emphasised the importance of retaining historic buildings in the city, especially with the implications of them being used for office space, as these buildings boosted tourism. In response, Members were advised that development implications on safeguarding buildings would be considered as part of future development proposals. The Council would retain planning powers to protect historic buildings if they fell into part of the proposal.

The Committee was advised that no historic buildings were included in the proposed Enterprise Zone development. To date City Hall was one of the historic buildings that fell into that category with possible monies being secured to carry out a survey of the roof, along with future possible proposals being put forward for the Coal Exchange.

Members of the Committee were provided with information on the Change Agenda. The intention was to work smarter and better in order to fulfil delivery. The introduction of the Hub service had succeeded in bringing services together in the community enhancing community engagement. Procurement activity was ongoing with bulk buying being encouraged. A Social Paper in Adult Services was being considered to deliver provision by means of collaborative working mechanisms. This Social Paper was a specific example of keeping services in-house whilst allowing for service user choice.

The Committee was concerned with Trade Union involvement of the Change Programme. It was on occasions perceived that the Administration would stall on proposals following trade union consultation.

It was emphasised to the Committee that there would always be some resistance to change. The Trade Unions were consulted on a regular basis regarding the relevant aspects of the change programme and their recommendations were always considered, as the Administration was prepared to work alongside them. This was not a case of taking on the Trade Unions but that of maintaining a working relationship in order to deliver the agenda.

The Committee was provided with an overview of what was expected of the change agenda.

- Adult Care – change to service provision for Vulnerable Persons
- Social Care Paper
- Education – First to incorporate the Education Improvement partnership in East Cardiff with the intention to role out across the city
- Community Hubs
- ICT Services – CMS hand held technology
- Councillors’ ICT equipment
- Joint Working – working alongside neighbouring authorities to combine services – Trading Standards Services
- Energy Buying Scheme
- Formation of sexual assault services – involving Third Sector Organisations.

Members of the Committee referred to the wording of the Delivery Plan. Effective measurements needed to be met and the achievements needed to be outlined. The Plan needed to provide aspirations with the mechanisms used to develop and deliver on these.

The Committee noted comments that the Delivery Plan would enable more effective monitoring of the Corporate Plan and that its delivery would be monitored through the Cabinet’s quarterly performance reports. However, the Committee did not believe that the performance information contained within the Delivery Plan setting out Portfolio-holders baskets of indicators was sufficient. In previous years, the Corporate Plan included performance indicators; details of past performance and targets for future years. This allowed a greater depth of performance monitoring than would be possible with this current Corporate Plan structure.

This was a completely different style of Corporate Plan than previously. In part the objectives were clear but additional detailed milestones were required to fulfil further aspirations. The methodology for delivery was to challenge and progress at every level in a clear and transparent format.

The Committee had a number of concerns around the milestones contained in the Plan. Members explained that they were often intangible to the extent that it may be difficult to judge how well the Council was delivering against its chosen themes. While some actions included quite specific milestones, such as implementing specific plans, others made reference to ‘exploring’ approaches or similar.

Members of the Committee stated that the measures contained within the Delivery Plan were highly inconsistent. They were of the view that greater effort needed to be made to ensure uniformity across the Delivery Plan in terms of the level, measurability and type of milestones included.

The Committee referred to the data used to measure overseas visitors alongside comparator cities. Targets overall had to be assessed alongside comparator cities in order to maintain and achieve best practice.

Members of the Committee referred to a line in the Corporate Plan document, 'Improve footfall in the Castle Quarter through working with partners in both the public and private sector', asking if an established event had been considered in order to feed back into the plan as a possible outcome. The plan needed to be consistent and tangible achievement should have been brought forward.

Officers explained this plan extended over 4 years, with possible amendments being brought forward through the delivery process. Work was ongoing with the Wales Audit Office in order to achieve and deliver a plan that was structured and adaptable.

Members of the Committee referred to the concept of Asset Management Transfer, which previously involved Callaghan Square, and asked if any changes to this process had taken place. In response, Officers explained that Community Asset Transfer model incorporated the change agenda in being more beneficial in the long run for the city. Buildings included in this transfer would be routinely assessed. If it were found that buildings were falling into disrepair there could be pressure on the Council to take these back into Council ownership. Some buildings in the city that had been highlighted for possible Asset Transfer were in disrepair. The condition of a building and the need of repairs would be considered as part of the transfer proposals before transfer could be met. Therefore, it was essential that all buildings be assessed before asset transfer was considered.

The Committee was advised that Callaghan Square was not a Community Asset. Making a commitment to encourage Community Asset Transfer was not a normal suggestion for the Administration, however, due to these unfortunate financial circumstances this was one of the alternative ways of working.

RESOLVED: The Committee **AGREED** – That a letter be sent by the Chairperson on behalf of the Committee to Councillor Heather Joyce,

Leader of Cardiff Council, thanking her and her Officers for attending the Policy Review and Performance Scrutiny Committee on 20 February 2013 and to convey the following observations of the Committee:-

- The Committee welcomed the way in which the Corporate Plan had been structured around Cabinet Portfolios in order to provide greater accountability and responsibility and welcomed the intention to make the first ‘vision’ section of the Plan accessible and easy to read;
- Members were not satisfied that the linkages between the outcomes contained within the What Matters partnership strategy and the five themes set out in the Corporate Plan had been sufficiently established and felt there may have been a slight disconnect between these two documents;
- The Committee welcomed the structure of the Plan, with the more readable vision documents preceding the detailed Delivery Plan. The Delivery Plan should set out for officers, Members and the Wales Audit Office how the Council would deliver its improvement objectives;
- The Committee noted the comments that the Wales Audit Office had been broadly content with the structure of the Corporate Plan. The Committee’s remit provides for it to consider the WAO Annual Improvement report, so we can bear this in mind for future scrutinies.
- The Committee noted that the Delivery Plan would enable more effective monitoring of the Corporate Plan and that its delivery would be monitored through the Cabinet’s quarterly performance reports. However, Members did not believe that the performance information contained within the Delivery Plan setting-out Portfolio-holders’ baskets of indicators was sufficient. In previous years, the Corporate Plan had included performance indicators, details of past performance and targets for future years, this allowed for a greater depth of performance monitoring than would be possible with this current Corporate Plan structure;
- The Committee had a number of concerns around the milestones contained in the Plan. Members felt that they were often intangible to the extent that it may be difficult to judge how well the Council

was delivering against its chosen themes. While some actions included quite specific milestones, such as implementing specific plans, others made reference to ‘exploring’ approaches or similar.

- Members welcomed comments that further comparative data was being sought, for example in terms of Education performance. The Committee had pushed for some time for suitable comparator cities to be found to enable Cardiff to evaluate performance against best practice.
- The Committee felt that insufficient attention was paid to the results of the Ask Cardiff survey when developing the Plan. This was particularly noticeable when considering actions around venues, which the public rated as their lowest priority.
- The Committee also noted that the Delivery Plan only contained two performance indicators within the remit of the Committee and noted that more detailed Performance indicators would be contained within the service area business plans.

48: DRAFT BUDGET PROPOSALS 2013-14

The Chairperson welcomed Councillor Goodway, Cabinet Member for Finance, Business and Local Economy; Jon House, Chief Executive; Christine Salter, Corporate Chief Officer, Corporate Services, Allan Evans, Operational Manager, Service Accountancy; Marcia Sinfield, Operational Manager, Project and Technical Accountancy; and Steve Robinson, Operational Manager, Commissioning & Procurement. The Chairperson advised that the Committee had an opportunity to consider the Draft Budget Proposals in a strategic context, in terms of how they linked to the themes and commitments set out in the draft Corporate Plan.

The Committee received amendments to the Budget proposals which had been received from the Section 151 officer.

The Chairperson invited Councillor Goodway to make a statement.

Councillor Goodway explained this was the first Council Budget setting since the new Administration, taking a new direction of new commitments. In the lifetime of this Administration spending could be reduced by a gross cut of £125m to £130m.

Members of the Committee were concerned how budget information was being interpreted through social media sites to members of the public.

The Committee was advised that a balanced view must be taken when dealing with issues in the public arena. In some instances it was not possible to monitor individuals who carried out consultation on Council issues by means of using social media campaigns which led to misinterpretation of budgetary information. This was not acceptable as some of the comments on social media sites could be aggressive and gave members of the public the wrong impression of the Council and how the Council run.

Releasing budget information earlier would not resolve these problems of misinterpretation of information. Proposed cuts had been wrongly identified as actual cuts with both social and traditional media acting on this dialogue. Service Areas must be in a position to act on their budgets. Incorrect information being fed into these areas created a false sense of security or vice versa. Further, unprotected services such as Leisure would have a more severe impact than expected. That type of information needed to be accurate when delivered to staff and not placed in the public arena before making staff aware of the budgetary position. In Leisure Services there was little room for manoeuvre due to its budget position and therefore a view had been taken to address these services further down the line in order to protect this service in the long run.

Members of the Committee were concerned with the language used in the documents and asked if the terminology could be different in the future. The language used in the document was vague in explaining the budget proposals. Much of the confusion and concern among Council staff and members of the public regarding specific proposals may have been avoided if the wording had been drafted differently. In response it was stated that the current terminology was part of the formal process with Cabinet proposals leading onto Council decisions with a need for transparency of the process throughout.

Members of the Committee drew attention to budgetary proposals listed in the report. The possible closure of Cardiff Riding School was circulated to all Members of the Council on 13 January 2013 with this being interpreted as a cut. However, if the final proposal was to seek alternative options for the Riding School this should have been relayed in the report. Proposals needed to be more clearly explained as this current terminology led to ambiguity. The proposed Closure of SPICE was

inaccurate with information on provision at Coed Glas Primary School being incorrect. The whole document was difficult to follow and it was not clear what the real intentions were. Further, the reference to Red/Amber/Green status had not been understandable with little information being provided on their classification. Officers were making judgements on these factors and the information considered to reach these factors had not been provided. If these proposals had been worded differently then possibly the outcome may have been different, with alternatives being offered.

The Committee was advised that Cabinet Members relied on the information that was provided to them by officers, in order for the Cabinet to understand what was being proposed. Budgets were becoming more difficult and members of the Council should make themselves aware of the difficult decisions that would have to be made.

Members of the Committee were not satisfied with some of the proposals being put forward. These were seen as unacceptable savings, which seemed to protect certain Service Areas with improper alternatives being offered in return. Part of the consultation process especially the online engagement was welcomed with feedback being received from the general public and pressure groups. This also included feedback from staff experiencing loss in certain Service Areas, which contributed towards low staff morale in these areas.

The Committee made reference to the online budget survey and stressed that the survey missed an opportunity to fully explore the public's view on alternative saving proposals. Further, concern was raised that the contents of the numerous free-text comment boxes could not be analysed sufficiently to inform the Cabinet and Council's decision.

Members were assured that it was imperative to be sensitive towards staff on these occasions. Staff were briefed on the effects before the information was put out into the public arena. However, the Council then had no control over what individuals did with that information.

The Committee was advised that some Service Areas could experience 90% cuts over the lifetime of the Administration. The Welsh Government would ensure that service provision for Education and Social Services would not be reduced and therefore discretionary services would lose out. As a result of this engagement with these Service Areas was essential to establish a possible way forward. Unfortunately in Wales

there was no substantial Private Sector and special responsibility fell on the Public Sector to provide and contribute towards extensive job growth.

Members of the Committee were concerned with the cuts being proposed towards Council staff jobs, especially the timings on when this information was brought about. Engagement with the officers and teams affected by the proposals had not been sufficiently robust. In response, Officers explained it was unacceptable for staff to be made aware of these cuts through social media and other sources before formal discussion had taken place. All staff affected by these cuts should have received a face to face briefing from their line managers prior to the announcement at Council and that it was unacceptable if this had not happened.

Members of the Committee referred to the changes made to the savings document between the consultation release and the publication of the Cabinet report. Clarification was sought as to who was responsible for those decisions. Further, clarification was required on the savings made following reduction of Full Time Equivalent posts across the Council. Online consultation in some elements had missed key questions especially when considering the Council Tax. Social Media had a significant role to play in this process and it engaged a wide ranging audience and people needed to understand that it could be used as an influential tool. Consultation played a considerable part in this process. It was important that Councillors were informed of each process that was being applied to the budget.

Consistency was essential in this process. However, changes had been made following further reflection and consideration, which had then been passed to Cabinet for decision. Of the 12,000 full time equivalent posts 300 had been identified as a saving across the Council with identified joint savings being split into two.

The budget Consultation procedure was an opportunity for public engagement which included engagement through social media sites. However, this type of consultation excluded some groups of people who did not have access to social media. It was essential that the Council engaged with the communities it served to obtain feedback.

It was explained to the Committee that the Music Development Fund had undergone discussion at the Children & Young Persons Scrutiny Committee. The fund would not be delegated and an increase in pupil deprivation money was needed to supplement the delegation. This could not be ring fenced because of the delegation.

Budgets would have to be increased in the next couple of years. With some Education Authorities being too small it wasn't necessarily about the scale but that of the control of spending. Resources were essential but the school preference was directed at monies being spent well. Cashable savings were also considered where transfers could be made between Service Areas through on going dialogue between chief officers.

Members of the Committee referred to the Scrutiny Proposal that was rejected in part with training being accepted and asked that if there were a reduction in the budget every year a commitment be given for no further erosion to the pressure bid. In response it was assured that the £126k commitment would be built into the budget base. Future resources could be released through the streamlining of management in that area, this was not a saving but a resource to be utilised following discussions with Scrutiny Chairpersons.

The Committee made reference to the consultation process adopted for the budget asking if it was never the intention to close the Riding School or Splott Pool. They queried what savings would now be made following Members of the Council making commitments before the end of consultation.

Members were advised that a statement was given at Council on the proposals which may have been misinterpreted by the media. The initial position was proposing not to close the Riding School and feedback and amendments would be considered. Facilities at Splott Pool needed rationalisation with additional resources required from alternative sources. Rationalisation of facilities in all Wards would be considered resulting in possible closure of amenities.

It was important to remember that local newspapers influenced public opinion and on occasions misinterpretation did occur. This was not in the best interests of the general public and gave people false representation and a false sense of security, especially when dealing with people's livelihood.

Third Sector Organisations had been included in the overall consultation process. Cuts were being made to Council internal services with possible cuts of 10% being directed at Third Sector organisations. Unless in-house services were made responsible for delivery greater cuts would be made next year. Age Concern was not being cut and the allocation of grants overall needed to be addressed to distinguish what the provision

required. A value for money exercise was needed in order to distinguish between Third Sector provision and in-house Council provision, which if similar could be met through in-house services. Some Third Sector Organisations would experience a 10% cut due to the funding period coming to an end and if further funding was required a new application would have to be made. Grants could not be made available once funding had ceased unless a new application was made.

Members of the Committee made reference to the layout of the budget proposals, emphasising that Service Areas proposals should have been listed together and not split into different groups. Further, taking into consideration that the initial proposals for closure of the Riding School had now been withdrawn, where were those additional funds coming from. In response, Officers explained the initial figures put forward for these savings were marginal taking into consideration the Cabinet were minded not to accept the proposals.

The Committee asked for information on Sport & Leisure costs with a half price concession being made available to the over 50s. Further, Agency Staff were still being employed by the Council and was this having a financial impact on the Service Areas. Sickness Absence was also a concern and figures relating to this issue should have been brought forward for consideration.

Accurate data was not available for Sport & Leisure provision, however, these incentives were all part of the encouragement programme for healthy living with healthy lifestyles in order to support an over 50s fitness initiative. Agency Staff were still being used by the Council, with a cost of £16m, this needed to be reduced as a commitment had been made and a report outlining this progress would be brought back to Committee.

Effective procurement could generate savings overall, with more emphasis being placed on smart buying. To date a saving of £10m had not been reached and this must be achieved in the long run to generate the saving. Items needed to be purchased cheaper. A 5 year Commissioning & Procurement saving plan was being established from the General Fund with focus being directed at alternative spending practices.

The Committee emphasised the importance towards care of vulnerable persons when considering spending cuts. Care services were essential especially in this time of austerity. The transformation project could have brought £125m savings up to 2017 with this type of radical savings

project being adapted in order to spend tax payers money on worthwhile projects and programmes.

Members were advised that further radicalisation would take place following April 2013, with emphasis being placed on finding and adapting to alternative ways of working. Priorities needed to change with importance placed on running a Capital City Region in order to develop and enhance people's lives. The public looked towards local authorities as vehicles of outcomes and if priorities were not delivered the tax payer would suffer in the long run.

The Committee asked for further information on the Traffic Light System used to prioritise Service Delivery. In response, Committee Members were advised that, in this particular round, some indicators had been highlighted as red, however, in the future similar proposals may be rated green as circumstances changed.

The Committee commented that in May 2012 there was £11.5m in the General Reserve and asked why these funds were not being used to reduce the impact of the cuts. In response, Officers explained that Auditors would not be content with a reduction to the General Reserves, as there was a need for contingency planning.

Members of the Committee made reference to the 4G Spectrum being sold off through procurement. In response Officers advised that a considerable amount of work was being undertaken on redefining procurement in that area. Managing Spend was being assessed overall and being linked into the procurement 5 Year saving plan. Enhancing the local economy was a priority and spending locally was being encouraged, as local businesses were experiencing a knock on effect of the local authority's spending cuts.

The Committee was advised that currently a post was being deleted in Social Projects and Development due to a change in the model of support. There were currently three members of staff in post, one position was vacant and therefore being deleted with the two other members of staff being seconded into the change programme. These posts were initially required to support the social care projects.

Members of the Committee recognised that there was an increase in the Corporate Initiatives Budget and asked what it was proposed for. In response Officers explained this was to assist with specific pieces of work, seen as a possible major event, the Olympics for example.

It was stated that this document outlined the proposals being put forward by Service Areas. The Cabinet would consider these proposals and make recommendations to Council. Part of the budget process was to consider Pay Awards being built into the budget base, which was addressed annually. A £500,000 realignment from Transformation to Corporate Initiatives was recognised. A further £1.6m that was previously spent on consultants would support the new management restructure.

Corporate Services Budget Proposals

The Chairperson welcomed Christine Salter, Corporate Chief Officer, Corporate Services; Allan Evans, Operational Manager, Service Accountancy; Marcia Sinfield, Operational Manager, Project and Technical Accountancy; Steve Robinson, Operational Manager, Commissioning & Procurement; Charles Coats, Operational Manager Corporate and Property Services; Melanie Clay, Chief Officer, Legal and Democratic Services; and Mike Davies, Head of Service, Scrutiny Performance & Improvement.

The Chairperson reminded the Committee that this section of the meeting would give them the opportunity to consider the budget proposals relating to the Corporate Service area.

The Committee received a presentation which outlined the following.

Three Main Components

- *Finance, Property, Procurement & Commissioning and Enterprise Architecture*
- *Legal and Democratic*
- *Scrutiny, Performance and Improvement*

***Total Savings Accepted £1.238m
Equates to 17.7% of controllable budget***

Budget Context (1)

<i>Service</i>	<i>Total Net Budget £000</i>	<i>FTE</i>
<i>Finance</i>	<i>6,407</i>	<i>240,0</i>
<i>Procurement and Commissioning</i>	<i>1,097</i>	<i>46,9</i>
<i>Property</i>	<i>-532</i>	<i>31.0</i>
<i>Enterprise Architecture</i>	<i>492</i>	<i>7.8</i>

<i>Legal</i>	1,429	47.46
<i>Democratic</i>	3,382	29.82
<i>Scrutiny</i>	809	15.0
<i>Performance and Improvement</i>	542	10.2
<i>Health and Safety</i>	415	8.5

Corporate Plan Linkages

- *Facilitating and supporting the Council through significant reduction in resources over the medium and long term*
- *Enabling and supporting strategic objectives across all portfolios*

Working Smarter and Better

- *Strategic Planning and Transport – explore new ways of funding development*
- *Children’s Services – set up Social Impact Bond*
- *Culture, Leisure and Sports – develop a comprehensive programme of Community Asset Transfers*
- *Finance, Business and Local Economy – develop a 5 year plan to maintain and improve service delivery given reduced resources.*

Helping those that need it most

- *Communities, Housing and Social Justice – take forward the Housing Partnership Project*
- *Education and Lifelong Learning – delegate more resources to schools*
- *Communities, Housing and Social Justice – establish job and training opportunities through community benefit plans within contractual arrangements.*

Working together for City and Region

- *Finance, Business and Local Economy – support progression of major projects such as Cardiff Enterprise Zone and ISV Waterfront*
- *Childrens’ Services – explore the potential for pooled budgets*
- *Environment – deliver shared residual and organic waste facilities*

Creating jobs and opportunities for all

- *Finance, Business and Local Economy – progression of regional collaboration opportunities*
- *Adult Services – modernise and reshape the market for Adult Care services*

Budget Changes

Savings Proposed £000

• <i>Income opportunities</i>	
148 Court Costs	44
148 NDR Grant	38
149 Review of charges to other funds	80
150 Property Rental income	131
168 Surveyor fees	12
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	305
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• <i>Overheads</i>	
144 Full year effect of better purchasing	44
151/ General budget reductions	98
170	
171 Procurement – Printing & Stationery	14
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	156
	<hr/>
• <i>Employees</i>	
145/6 Past year pension strain	85
146 Voluntary Severance	91
162/3/4/5 Deletion of vacant posts	117
146 Reduction in hours/flexi retirement	68
146/169 Increased vacancy provision	62
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	423
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<i>Legal and Democratic Services</i>	
<i>Savings Proposed</i>	£000
• <i>Overheads</i>	
156 Annual canvas – individual working	5
157 Printing of election materials	6
159 General budget reductions	18
161 Reduction in external legal spend	200
160 Reduction in refreshments at Council meetings	5
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	234
	<hr/>
• <i>Employees</i>	
154 Post deletion in Democratic Services Team	25

<i>158 Increased vacancy provision</i>	<i>3</i>
<i>159 Reduced training budget</i>	<i>3</i>
	<hr/> <i>31</i> <hr/>
 <i>Scrutiny, Performance and Improvement</i>	
<i>Savings Proposed</i>	<i>£000</i>
 • <i>Income</i>	
<i>149 H&S charged to other funds</i>	<i>9</i>
 • <i>Overheads</i>	
<i>173 Scrutiny staff development</i>	<i>7</i>
<i>174 Supplies budget across 5 scrutiny committees</i>	<i>5</i>
	<hr/> <i>12</i> <hr/>
 • <i>Employees</i>	
<i>153 Deletion of H&S post</i>	<i>48</i>
<i>169 Increase in vacancy provision</i>	<i>20</i>
	<hr/> <i>68</i> <hr/>
 <i>Financial Pressures</i>	
• <i>Additional Scrutiny resources</i>	<i>126</i>

The Chairperson thanked Officers for the informative presentation and invited the Committee to ask questions.

Members of the Committee were assured that all Health & Safety obligations would continue to be met, with work being carried out differently through online development.

The Committee was advised that in Legal Services there were considerable capacity issues. The service's ability to bid for external legal work can be affected by these capacity issues. However, a bid had been put forward for the All Wales Framework, Foster & Adoption along with out sourcing for highlighted work streams. Staff were being tasked to deliver more with less resources and results were coming forward. Work

which on some occasions had been outsourced was now being absorbed into the Service Area and being met by the in-house team. Complex issues were also being considered for in-house delivery and team members had been encouraged to gain HRH qualifications to deal with the complex issues. However, in some Child Care matters a barrister was instructed to represent the Council especially if the case was lengthy it would make financial sense. Legal Services were currently working with Finance to develop more effective ways of profiling and tracking legal spend and therefore delivery of savings across the service areas.

Members of the Committee were concerned with the cuts being made to Legal Services and asked what the impacts may be. In response Officers explained that delivery was a priority and all cases were analysed before committing and allocating in-house support.

The Committee was advised that profiles had changed in relation to Planning and Property matters, especially fees from Section 106 Agreements, which had reduced. Additional income needed to be brought in-house and it was imperative that generation of further income be analysed.

The Capital Programme included office accommodation rationalisation, with work ongoing to identify a possible new County Hall with a feasibility study being undertaken.

Members of the Committee asked for information on the Our Space project. In response, Officers explained that the “Our Space” project team was being downsized, as focus was changing on transformation as a whole. Assets over all were being assessed with a revised Asset Management Plan being considered by Cabinet shortly.

The Cabinet Member said that a recent scrutiny carried out had found that the cost of repairing the City Hall roof would be £30 million (Officers later expressed reservations about accuracy of this figure and requested that this to be explained in the minutes). A tri-annual survey of all priorities was underway listed as the following:

Priority 1 – Essential budgetary provision allocated

Priority 2 – Desirable

Priority 3 – On-going

This was part of the Property Asset renewal contributing to a shortfall of £20m over 5 years.

The Committee was informed of ICT being identified on the Corporate Risk register. Compared to last year there was slippage with Enterprise Architecture to be considered over the 3 years.

The Chairperson thanked the witnesses for attending.

Shared Services Draft Budget Proposals

The Chairperson welcomed Councillor Lynda Thorne, Cabinet Member for Communities, Housing and Social Justice; Sarah McGill, Corporate Chief Officer, Communities; Steve Durbin, Head of Internal Services, Philip Lenz, Head of Human Resources; Catherine Smith, Operational Manager, Communications & Media; Lesley Ironfield, Operational Manager Facilities Management; and Isabelle Bignall, Head of Customer Services.

The Chairperson reminded the Committee that this section of the meeting would give them the opportunity to consider the budget proposals relating to the Shared Services area which included HR People Services, Internal Services (ICT and Business Administration) Communications & Media, Customer Services, Central Transport Services and Facilities Management.

Councillor Lynda Thorne advised the Committee that partnership working was essential in order to improve service delivery. The Voluntary Sector would be playing an integral role in this process and during a meeting with C3SC a commitment was given to compact services in order to find and make fundamental savings.

The Committee were concerned with the proposed closure to the C2C Help Centre and the reduction in C2C opening hours. In response, Officers explained that the new opening hours were part of a wider Customer Management strategy to continue to provide options in how the public access Council services. Alternative options were being proposed in order to drive forward front line services and methods on how to contact the Council.

Members of the Committee were made aware of the reduction in the Race Equality First grant. This seemed a valid proposal as their new director had identified areas where efficiencies could be made.

The Committee emphasised the importance of transparency during the budget process, especially when grants were being cut and services were

being reduced. In response, Members were advised that the consultation exercise had been helpful to identify and provide additional resources. Collaborative working was essential with the Third Sector in order to maintain and provide service delivery into communities.

The Committee received a presentation on Internal Services which outlined the following:

Internal Services

Overall Picture

- *Total budget £5m, total FTEs 90 corporate, 34 schools*

Challenges

- *Finish ICT Structure (final phase of service redesign)*
- *Define and deliver “New Model of Service Delivery”*
- *Deliver service expansions without additional funding*
 - *Need to create reductions from what we have done so far*
 - *Whilst completing the three-year replacement plan*

Priorities

- *Replacement of remaining beyond useful life equipment*
 - *Desupport date for Windows XP, Office 2003 both early 2014*
- *Leveraging newly updated network and software*
 - *cloud use, wireless upgrades/expansion, shared service offerings*
 - *Cardiff “App” new web delivery channel shift*
- *Rollout of schools wireless and tablet devices*
- *Urban broadband deliveries – 4G, WiFi and Ultrafast broadband*
- *Revised Enterprise Architecture deliveries*

Internal Services Budget Savings

- *SHA216 – BA staff reductions*
- *SHA217 – Antivirus changeover*
- *SHA218 – Data move to cloud*
- *SHA232 – Email move to cloud*
- *SHA234 – Casual homeworkers broadband*
- *SHA235 – Members’ broadband*
- *Not agreed*
 - *SHA215 – ICT staff reductions*
 - *SHA231 – ICT staff reductions*

The Chairperson thanked Officers for the informative presentation and invited Members to ask questions.

The Committee asked for further information on Cloud technology and asked if it would be available to wider people in the community. In response Officers explained that the Cloud service would not be made available to a wider audience in Cardiff.

Members of the Committee were advised that if the savings from removing Member broadband were unachievable, following wider discussions around Member ICT support, then savings could be made elsewhere in the service.

The Chairperson introduced Philip Lenz, HR People Services to give a presentation:

HR People Services

Budget £4m

FTEs HR Staff (including Job Evaluation team) = 120

Welsh Language Team = 8

Challenges

- *Define and deliver “New Model of Service Delivery”*
- *Facilitate implementation of the new Attendance & Wellbeing Policy*
- *Supporting the people implications arising from budget savings proposals across service areas*
- *Delivering the benefits due from the HR Shared Services Project including embedding of employee manager self service*
- *Addressing the alignment of remaining staff groups to Single Status*

Priorities

- *Complete JE Appeals (white & greens)*
- *Supporting the improvement of standards & performance agenda in Schools*
- *Supporting employment opportunities e.g. NEETS, traineeships, apprenticeships, graduates and in-house opportunities facilitated through the Academy*
- *Continuing to review the service to meet the Council requirements*

HR Budget Savings SHA229 – HR staff reductions (rejected)

The Committee received a presentation from Lesley Ironfield, Operational Manager Facilities Management which outlined the following:

Challenges

- *To ensure FM services are compliant, competitive, safe and sustainable including all other related Health and safety building compliance*
- *Continue to manage the centralised budgets of £14.9m and the Building Services trading account of £11m while realising 13/14 efficiency saving target of £1.707m via*
 - Security - £487k (SHA210)*
 - Cleaning - £479K (SHA211)*
 - Business Support Centralisation - £234k (SHA212, 223, 224)*
 - Reduction in Energy Consumption - £50k (SHA 213)*
 - Building Maintenance Procurement Contract - £223 (SHA 236)*
- *To provide customer satisfaction via the Service Level Agreement with all service areas*
- *Implementation of the centralised staff structure for 486 Facilities Management FTE's including Cleaning, Security and Trade/Craft*

Priorities

- *To continue to work towards the Council being fully compliant, competitive, safe and sustainable including all other Health and Safety building compliance*
- *To realise benefit saving of £1.707m by restructuring the business to meet customer needs*
- *Implementation of the new FM structure in Cleaning, Security, Porters, Building Services, Business Monitoring, Technical and Statutory Compliance, Business Support and Building Management*
- *Process redesign within Building Services to improve service delivery and support to Schools and Education agenda.*

The Committee received a presentation on Central Transport Services which outlined the following:

Challenges

- *Relocation of the vehicle maintenance depot (Clare Road) to the new transport maintenance facility (Brindley Road)*
- *Relocation of core frontline vehicles and operational staff to the new facility*

- *Continue to manage the centralised budgets of £14.3m while realising 13/14 efficiency saving target of £1.460m via the implementation of Category Management Opportunities*
1. *Category Management Fleet Spend 12/13 FYE - £77k (SHA 207)*
 2. *Category Management Fleet Spend - £507k (SHA 21)*
 3. *Control of Short Term Hire & Grey Fleet - £240 (SHA 220)*
 4. *Passenger Transport Category Management Procurement - £360 (SHA 221)*
 5. *Passenger Transport Independent Travel Training - £26k (SHA 222)*
 6. *Improving Driver Behaviour - £250k (SHA 237)*
- *To provide customer satisfaction via the Service Level Agreement with all service areas.*
 - *Implementation of the centralised staff structure for 91 Central Transport Service FTE's.*

Priorities

- *Relocation of the vehicle maintenance depot and integrate the service for full operation by April 2013*
- *Implementation of Category Management opportunities for Fleet and Passenger Transport including Home to School*
- *To realise benefit savings of £1.46m by Category Management opportunities and restructuring the business to meet customer needs*
- *To continue to manage the Council's Operators Licence, ISO 9001/14 accreditations whilst focusing on sustainability.*

The Committee received a presentation from Catherine Smith on Communications & Media which outlined the following:

Challenges

- *Limited resources – 33 FTE with budget of £1m to deliver the communications and media requirements across campaigns, advertising, online, design and press office & achieve 2013/14 savings:*
Further reduction in corporate print & advertising = £25k (SHA 208)
Delete vacant marketing post = £30k (SHA 227)
Reduce Capital Times from 13 to 12 = £19k (SHA228)
Increase advertising income revenue = £84 (SHA 228)

- *Utilise all available channels to maximise income generation and achieve the £214k target*
- *Working with events & venues marketing and communications to deliver economies of scale and savings across print & advertising spend to mirror savings achieved through centralised arrangements.*
- *Build on established communications & media planning discipline to further improve Value for Money focused activity.*

Priorities

- *To ensure that communications & media supports the successful delivery of the Corporate Plan through the ongoing implementation of a strategic planning approach to communications & media*
- *Consolidate the success of Social Media activity by developing & implementing an expansion of activity to support Channel Shift activity.*

The Chairperson thanked Officers for the informative presentations and invited Members of the Committee to ask questions.

Members of the Committee were assured that the reduction in security in Council offices would not have an impact on the Council's insurance, or on the safety of its art and artefacts collection. In response Members were assured that City Hall was secured at all times including mobile security.

The Committee was advised that work was on going with external companies to achieve and maximise advertising targets for the Capital Times. Even with the proposed reduction by one issue the guaranteed distribution target would be met.

The Committee noted the £500k proposals for Cleaning Costs had been accepted for Shared Services and asked what impact this had on delivery. In response Officers explained that savings of almost £3m had been accepted from Shared Services in 2012/13, part of which had resulted from savings on Cleaning Costs. These had been achieved partly due to a restructure of the Facilities Management service. Some of the activity last year continued to achieve benefits this year.

Members of the Committee drew attention to the proposals put forward for security at Council buildings and asked what was in place for the Mansion House. In response, Officers advised that it was proposed that these buildings were to open less or to limited hours, but to date there

were no plans for the Mansion House. However, mobile security was being introduced and this would enable a more advanced form of security feature.

The Committee were assured that businesses' which advertised in the Capital Times were not eligible for free advertising and it was all part of a package established by Communications.

RESOLVED: Committee AGREED – That a letter be sent by the Chairperson on behalf of the Committee to Councillor Heather Joyce, Leader of Cardiff Council, thanking her and her Officers for attending the Policy Review and Performance Scrutiny Committee on 20 February 2013 and to convey the following observations of the Committee:-

- Members were concerned that the Budget Proposals had been drafted with an officer and Cabinet Member audience in mind, rather than Members generally, staff and the public. The language used in the documents was often opaque in terms of explaining the budget savings proposals. Much of the confusion and concern among Council staff and members of the public regarding specific proposals may have been avoided if the wording had been drafted more carefully. Thought should be given to the inclusion of definitive statements such as 'Closure of X service' and the impact of this in what were still consultation documents. Media furore and public concern was an outcome of this kind of statement being made public without being suitably explained and qualified.
- The Committee had been concerned by the statements made by some Cabinet Members to the media in terms of finding alternatives to particular savings proposals published within the consultation papers. Members felt this had given rise to further confusion and public concern. They welcomed Councillor Goodway's comment that the proper place for statements regarding the budget was at the Full Council meeting;
- The online budget survey, while a step forward, had many areas for improvement. Members felt that the survey missed an opportunity to fully explore the public's view on alternative savings proposals. The Committee was also concerned that the contents of the numerous free-text comment boxes could not be analysed sufficiently to inform the Cabinet and Council's decision. Members were therefore heartened to hear Councillor Goodway's comment that the Process would be reviewed for next year;

- The Committee was very concerned that engagement with officers and teams affected by the proposals has not been sufficiently robust. Members noted the Chief Executive's comments that all of those affected should have received a face-to-face briefing from their line managers prior to the announcement at Council, and that it was unacceptable if this had not happened (although there may have been a very small number of cases where, due to officers' shift patterns, this would have been difficult). Members hoped that this process would be tightened up in future years;
- The Committee also felt that engagement with the voluntary sector must be improved in future years. Members noted comments that following discussions with the Trade Unions, it was the Administration's view that external organisations should make efficiencies in the same way as the Council. However, sufficient time should be given to allow the third sector to prepare itself for the impact of cuts to grants and prepare contingency plans. This was the only way to ensure that the citizens of Cardiff would not be affected;
- As a minimum in future years the Committee would hope to receive a similar range of information to that available to Cabinet Members. For example, Members were concerned that a transfer of £500k from the 'Transformation' budget to the Corporate initiatives budget was not included in papers for Scrutiny as it was neither a savings nor pressure proposal;
- Members would like a greater breadth of information so that they can develop a comprehensive understanding of the totality of the Council's budget, rather than simply considering the savings and pressures proposals. The papers should also include which budgets were not identified as being considered for savings;
- Where savings proposals are presented in future, officers must ensure that the wording of the proposal is accurate and clearly explains the likely impact of the saving in terms which a layperson would comprehend. All abbreviations should be explained in full when first used. Members did not feel that this was the case;
- Members noticed at least one area where the wording of the savings entry seemed to be inaccurate (with regards to line 128 –

SPICE) and were concerned that other errors may have been included in the papers. Members must be able to trust the information in front of them in order to form a proper judgement of the proposals' likely impact;

- Members would like to develop a greater understanding of the assessment process undertaken in terms of risk, achievability and equalities impact of the budget proposals. The Committee would aim to build this in to its inquiry scope. This was particularly pertinent as the Committee noted Councillor Goodway's comment that in future years, some savings which are currently rated 'Red' or 'Amber-Red' may return rated 'Green' or 'Amber-Green' and would therefore be more likely to be accepted;
- The Chair was particularly concerned that the information contained in the 'budget' column was not clearly explained and was inconsistent in its reference to specific team or service budgets. Frequently, a number of savings proposals lodged against the same overall budget were spread separately across a service area's entire section in the papers. This did not permit Members to grasp easily the overall, combined impact of a series of savings proposals against one budget. For example, lines 23, 25, 26 and 30 all referred to the same budget, Strategic Planning, yet they were not listed together in the document. The Chair requested that the papers are re-formatted in future so that savings against a single budget would be grouped together. It was also important to ensure that none of the figures in the budget column were subsets of budget figures listed elsewhere in the budget column;
- Members heard from officers that a five-year plan for Commissioning and Procurement had been drawn up, with the intention of saving £15m. They noted comments that efficiencies in procurement must be balanced with the potential negative effect on the local economy if local suppliers are pushed too hard. Members had a scrutiny of this area scheduled for the coming months so would be interested to learn more about the category management approach the Council is taking;
- With regards to Scrutiny Services specifically, the Committee welcomed comments that there would not be a 'chipping away' of the Scrutiny budget in future years, following the acceptance of the training and Committee budgets cuts. Members also welcomed the funds built into the financial pressures in terms of strengthening the

robustness of Scrutiny in the authority. The Committee noted Councillor Goodway's comments that there were potential efficiencies to be made from Democratic Services and Scrutiny management arrangements;

- The Committee noted the amended budget sheet which was distributed the day before its meeting and that the savings proposals regarding Cardiff Riding School had been marked as rejected in the Cabinet's budget papers. Members asked for clarification as to what saving would be made to balance this as this was not made clear during the meeting. Members also asked that such amended budget sheets be available to Scrutiny well in advance of the meeting in future;
- The Committee would like to receive further information regarding temporary agency staff spend, broken down by category;
- Members would also like further information regarding Leisure concessions for the over-50s;
- The Committee noted Councillor Goodway's comments that use has not been made of the Council's general reserves to lessen the level of savings necessary, as the Wales Audit Office had expressed some concern about the levels of our reserve.
- Members noted the Head of Scrutiny Performance & Improvement's comment that the reduction in the Health and Safety budget (line 153) would have no effect on the Council's statutory duty in this area.
- The Committee reiterated comments that the Scrutiny Services budget should not be chipped away in future years, as above;
- Members noted officers' comments that a feasibility study was being undertaken regarding the future of County Hall. The Committee requested the opportunity to consider this prior to any decision at Cabinet;
- The Committee had asked to receive a report on the Non Operational Property Strategy prior to its consideration at Cabinet. This had featured on the Cabinet's forward plan for some considerable time and had slipped monthly. Members asked for a

clear answer as to when this would be available for the Committee to consider;

- Members noted the Chief Legal Service Officer's comments that there were considerable difficult capacity issues in Legal Services and that the service's ability to bid for external legal work could be affected by these capacity issues. Members also noted comments that Legal Services were working with Finance officers to develop more effective ways of profiling and tracking legal spend – and therefore the delivery of savings – across service areas. It was noted that an increase in commissioning of external work would need more monitoring;
- The Committee had some concerns around line 156, individual working for annual canvas house visits. Members noted comments that Lone working guidance and training was in place to mitigate risks to officers in undertaking these visits;
- The Committee noted comments that the reduction in the Race Equality First grant was felt to be a valid cut by their management, as their new director had identified areas where efficiencies could be made. Members reiterated that there was a need for greater dialogue with voluntary sector organisations when grant reductions were proposed, as stated above. Members welcomed Councillor Thorne's comment that efforts are being made to re-establish the voluntary sector working group;
- Members noted that the reduction in Connect to Cardiff opening hours was part of the wider Customer Management strategy to continue to provide options in how the public access Council services, while encouraging the use of the web and other technologies to do so. They also noted that there may be some service delivery issues as this saving would come into effect prior to changes in Customer Management being implemented;
- Members were interested to hear the Head of Internal Services' comments that if the savings from removing Member broadband were unachievable, following wider discussions around Member ICT support, then he would seek to make these savings elsewhere in his service;

- The Committee noted comments that the reduction in security in Council offices would not have an impact on the Council’s insurance, or on the safety of its art and artefact collection. Members also noted officers’ comments that discussions around the impact of this reduction of security had not yet been fully discussed with those service areas which were likely to be affected. Members were concerned if this was the case, as it may appear that the Cabinet and Council would not be made aware of the full impact of accepting this savings proposal prior to coming to a decision over the budget;
- Members heard from officers that the income target from Capital Times advertising was felt to be achievable given levels of advertising revenue received to date. This Committee was scheduled to scrutinise this issue in more depth in the coming months, so would seek further information at that point.

CHAIRPERSON.....DATED.....