

CHILDREN and YOUNG PEOPLE SCRUTINY COMMITTEE

3 February 2015

DRAFT CORPORATE PLAN 2015 – 2017 and 2015/16 DRAFT BUDGET
CONSULTATION PROPOSALS

Purpose of Report

1. To provide Members with context for the scrutiny of the sections of the Council's draft *Corporate Plan 2015 – 17* and draft Cabinet 2015/16 Budget Consultation Proposals that relate to Directorates falling within the remit of this Committee.

Structure of Papers

2. Attached to this report, Members will find a copy of relevant sections of the draft *Corporate Plan 2015 – 2017* and draft Cabinet budget papers 2015/16 with sections of the budget that fall within this Committee's remit, and which Members may wish to scrutinise during the meeting. The papers include:
 - *Corporate Plan 2015 -17* Extract containing sections relevant to Children and Young People (**Appendix 1**);
 - Education Directorate Controllable Budget Analysis, along with the Directorate's draft budget consultation proposals and Employee Implications (**Appendix 2**);

- Strategic Planning, Highways, Traffic and Transport Directorate draft budget proposals relating to Schools Transport, along with the Directorate Budget Analysis Sheet (**Appendix 3**);
- Children's Services Directorate Controllable Budget Analysis, along with the Directorate's draft budget consultation proposals and Employee Implications (**Appendix 4**);
- Sport, Leisure and Culture Directorate Controllable Budget Analysis, along with draft budget consultation proposals relating to Children's Play (**Appendix 5**);
- Cardiff Debate Budget Consultation report (**Appendix 6** to follow).

Structure of Meeting

3. The following Cabinet Members and officers have been invited to attend the Committee:
 - Christine Salter – Corporate Director Resources and Section 151 Officer
 - Councillor Julia Magill – Cabinet Member for Education and Skills;
 - Nick Batchelar – Director of Education and Lifelong Learning;
 - Andrew Gregory – Director of Strategic Planning, Highways, Traffic & Transport;
 - Councillor Sue Lent - Deputy Leader, and Cabinet Member for Early Years, Children & Families;
 - Tony Young – Director of Children's Services; and
 - Chris Hespe – Director of Sport, Leisure & Culture.

4. Christine Salter (Corporate Director, Resources) will initially provide a short outline of the final Welsh Government proposals as they impact on the Committee's terms of reference, and be available to answer questions that Members might have on this. Individual Cabinet Members and

Directors will then in turn present the sections of the Corporate Plan and Draft Cabinet Budget proposals that fall within their area of responsibility.

Background

5. The Council's Constitution allows for Scrutiny Committees to consider the draft Cabinet Budget Proposals prior to their consideration by the Cabinet and Full Council. The budget information provided for consideration alongside this report is for the purpose of consultation only.
6. Following today's Scrutiny Committee meeting the Chair will detail the Committee's comments or recommendations in correspondence to the Cabinet, for their consideration prior to finalising their budget proposals. The Cabinet will consider their draft Cabinet budget proposals at their meeting on 19 February 2015, and at that meeting the Cabinet will formally recommend their budget recommendations for consideration and adoption by Full Council, at its meeting on 26 February 2015.
7. Today's Scrutiny Committee meeting will focus on those areas of the Council's budget consultation proposals that fall within this Committee's terms of reference, together with the alignment of those proposals with the areas of the Corporate Plan that impact on the lives of children and young people in Cardiff. Members will therefore be presented with the budget proposals for the following Directorates: Education and Lifelong Learning; Strategic Planning, Highways, Traffic & Transport; Children's Services; and Sport, Leisure and Culture.

Corporate Plan 2015 - 2017

8. The Draft *Corporate Plan* is attached at **Appendix 1**. It is structured as follows:
 - Foreword by the Leader of the Council;

- Our Visions for Cardiff;
- Delivering our Vision;
- Pressures facing the City;
- The need to Prioritise;
- Sections setting out the Administration's four priorities, along with a section on targets for these priorities.

9. The four priorities set out by the Administration will help to prioritise service, and inform the difficult decisions that have to be made. The four themes are identified in the *Corporate Plan* are:

- Education and Skills for People of all Ages;
- Supporting Vulnerable People;
- Sustainable Economic Development; and
- Working with People and Partners to Design, Deliver and Improve Services.

10. The *Corporate Plan* has been drafted to address the issues raised by both Wales Audit Office and the Policy Review and Performance Scrutiny Committee. The draft *Corporate Plan* is specifically targeted to informed stakeholders, and a short, community facing version will be produced once the plan has been finalised. Completion of the Plan will take account of Scrutiny recommendations, the outcome of the Budget consultation, and feedback from the Member workshop held in January 2015. Additionally, the draft Plan has been presented to the Challenge Forum for peer scrutiny, and feedback from the Forum will be taken into account.

11. The Plan confirms that each Directorate will publish a clear Delivery Plan which will continue to provide the clear lines of accountability and responsibility established by the Administration. The *Corporate Plan*, Directorate Delivery Plans and Organisational Development Plan will together shape dialogue with external stakeholders.

12. The Plan clearly sets out the level of financial challenge facing the Administration, Council and City, coupled with the demographic pressures creating additional need. The Administration commits itself to working closely with staff and trades unions in maintaining strong and effective services during a time of austerity and uncertainty.

Council Wide Savings Proposals

13. Recent Budget Strategy Cabinet reports have identified that the Council finds itself with a funding shortfall of approximately £48 million for 2015/16 (before savings or Council Tax increase). This breaks down as follows:

BUDGETARY GAP:	£000
Cardiff Council Commitments	30,764
Directorate Financial Pressures	4,483
RSG Funding Reductions	13,047
TOTAL GAP	48,294

Funded by:	£000
Directorate Savings (per consultation)	(32,745)
Targeted Corporate Efficiencies	(2,487)
Continuation of Budget Strategy Assumptions	(13,062)
TOTAL FUNDING OF GAP	(48,294)

14. The tables above outline the position at November 2014 when the consultation proposals were released, taking into account the Welsh Government's Provisional Settlement. The Final Settlement which was received in December 2014 resulted in a position that was £401,000 more favourable to Cardiff Council. This additional sum, along with updates of commitments, pressures and due diligence considerations will form part of the balanced position in February 2015.

15. City of Cardiff Council commitments are listed as comprising the following:

- Increased employee costs;
- Price inflation;
- Unavoidable commitments;
- Capital financing assumptions;
- Demographic growth;
- Policy decisions; and
- Realignment issues.

16. This budget gap can theoretically be met through the use of reserves, increases to Council Tax or through savings proposals. The Council's Section 151 Officer has consistently advised that there is limited scope - if any - to use reserves to meet the shortfall. Directors have therefore been asked to put forward savings proposals in relation to their controllable budgets. There is a Welsh Government requirement to protect schools' budgets, in Cardiff by +1.00%.

17. The proposed 2015/16 budget consultation proposals set out savings of £33.004 million. Of these £15,044 million are savings from employee costs, £16.557 million from other spend, and £1.404 million from income.

18. To enable the Committee to understand the prioritisation of proposed consultation savings across Directorates, the table below sets out the level of savings proposals as a percentage of overall consultation budgets for each Directorate, as per the table below.

Total Savings	Employee Costs £000	Other Spend £000	Income £000	Total £000	
Children's Services	1,285	1,410	0	2,695	8.17%
Community & Neighbourhood Regeneration and Social Justice	698	1,141	475	2,314	7%
Corporate Affairs (including County Clerk and Monitoring Officer and Human Resources)	249	747	250	1,246	3.78%

Economic Development	261	166	454	881	2.67%
Education & Lifelong Learning	1,991	469	418	2,878	8.7%
Environment	1,673	5,100	285	7,058	21.39%
Finance (including Resources)	1,122	207	708	2,037	6.17%
Health and Social Care	3,066	3,159	(10)	6,215	18.83%
Sport, Leisure & Culture	3,895	1,674	(2,006)	3,563	10.8%
Strategic Planning, Highways & Traffic and Transportation	154	739	729	1,622	4.9%
Corporate	650	1,745	100	2,495	7.56%
Total Savings	15,044	16,557	1,404	33,004	100%

19. Members will be aware that there is a requirement for every savings proposal to have an equality screening or (if the screening identifies a red or red/amber risk) a full equality impact assessment. Members have the opportunity to view those Equality Impact Assessments which were identified as potentially having a significant negative impact on the various protected characteristics, on the Council's website¹.

Council Capital Programme 2015/16 to 2019/20

20. The proposed 2015/16 budget outlines capital expenditure proposals of **£715.583** million for the 2015/16 to 2019/20 financial years, of which £328.458 million is earmarked for 2015/16. Details of the individual Directorates' capital programmes are included in the sections below.

¹ <https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Equality-diversity-and-cohesion/Equality-Monitoring-and-Impact-Assessment/Pages/Equality-Monitoring-and-Impact-Assessment.aspx>

Budget 2015/6 – Directorate Budget Consultation Information

Education and Lifelong Learning

a) Corporate Plan

21. The *Corporate Plan* sets out the key issues, priorities, resources and most importantly outcomes for the Education and Lifelong Learning Directorate (attached at **Appendix 1, pages 11 -15**). Councillor Julia Magill, Cabinet Member for Education and Skills will make a short statement on the elements of the *Corporate Plan* relating to Education, as well as any significant changes to the Consultation proposals.
22. The *Corporate Plan*'s key education priority is "Education and Skills for People of All Ages". The Plan states: "*The Council is committed to helping all citizens and communities achieve their full potential, and to developing a well-educated workforce that the city's growing economy requires. Creating an excellent and inclusive school system and high quality opportunities for adult learning are therefore amongst the Council's highest priorities. Because education doesn't begin and end at the school gate, meaningful collaboration with partners in the public, private and third sectors, and with parents and citizens across Cardiff will be essential to delivering the improvement required, and to making sure the this outcome is achieved*".
23. This Priority has three outcomes that the Council wishes to achieve:
- Every Cardiff School is a good school where learners achieve well;
 - Looked after children in Cardiff achieve their full potential;
 - Adult Learners achieve their potential (within the Terms of Reference of Economy and Culture Scrutiny Committee).
- **Outcome – Every Cardiff school is a good school where learners achieve well**

The Plan details: *“Every child in Cardiff should be able to attend a good school. This will mean providing high quality school places throughout the city to meet the demands of the city’s growing population, balancing supply and demand in English-medium, Welsh-medium, faith and specialist schools.*

The Council aims to significantly improve attainment and rates of progress for children and young people in Cardiff schools. The Education Development Plan provides a clear focus for activity. This includes close collaboration with schools, the Central South Consortium and other partners in the city, including universities, business, arts and sports bodies.

In order to reduce the number of school leavers not in education, employment or training targeted work will be undertaken to address barriers to learning and to ensure progression routes for all learners. This work will focus on learners with the greatest need for support, such as looked after children, those eligible for free school meals and those with additional learning need.

In order to achieve the above the Council will:

- Identify young people most at risk of disengagement (Early Identification) by embedding the Vulnerability Assessment Profiling (VAP) tool across all Cardiff Schools by 2015;
- Implement the Welsh Government Youth Guarantee to ensure appropriate progression routes for all learners by 2016;
- Deliver the Challenge Cymru Programme in six secondary schools by the end of 2015-16 academic year;
- Deliver the Challenge Cymru Programme in six secondary schools by the end of 2015-16 academic year;
- Where schools do not make expected progress over time use LA intervention powers and bring about improvement on an annual basis;

- Fill all LA governance vacancies on school governing bodies in a timely manner by June 2015; and
 - Ensure all Cardiff schools are involved in School Improvement Groups and other appropriate school to school partnerships by the end of 2014/15”.
- **Outcome- Looked After Children in Cardiff achieve their full potential**

The Plan explains: “The Council is committed to providing high quality care and support for looked after children to help them achieve their potential. Closer working across Council Directorates, Cardiff schools and partner organisations will be crucial, and this will be supported by a new Corporate Parenting Advisory Committee.

The commitment and quality of support provided by the Looked After Children (LAC) Education Team was commended in feedback from the Care and Social Services Inspectorate Wales, following an inspection in May 2013. More young people are now being supported at university and, though challenges remain, the average educational attainment of looked after children at key stages two and three has improved. A new scheme was launched in May 2013 to provide care leavers with opportunities to secure work placements in Council departments and those already placed have acquired new work related skills. This supports wider efforts to ensure positive progression routes for all care leavers”.

In order to achieve the above the Council will: Prepare a Joint Looked After Children Education Delivery Plan, by July 2015, with a specific focus on:

- Significantly improving the timeliness and quality of Personal Education Plans;
- Developing a system to capture and evidence the progress of every looked after child;

- Developing an early flagging system that enables timely additional support to be provided to LAC learners to enable achievement;
- Developing a methodology for capturing the non-academic achievements of LAC as a performance measure for the future;
- Improving learning outcomes for children with additional needs.

b) Draft Budget Consultation Proposals and Capital Programme

24. This report provides the Committee with an opportunity to consider the draft Cabinet consultation proposals and their alignment to the *Corporate Plan 2015 - 2017*, for the Education Directorate which relate to this Committee's terms of reference. The proposals contain five key documents which are appended (2a – 2e) to this report:

- **Appendix 2a: Controllable Budget Analysis 2014/15** - The financial information sheet provides the relationship between the 2014/15 controllable budget lines and budget proposals for the 2015/16 budget consultation.
- **Appendix 2b: Cabinet Consultation Proposals Summary** – This table provides a detailed analysis of the budget saving proposed, as well as showing the employees cost and the external spend element of the savings. To enable Members to identify those items falling within the terms of reference of this Committee the following lines have been identified. Education – total proposed savings £3,320,000 – lines 60 – 71.
- **Appendix 2c: Employee Implications** – This table provides a summary of the impact on posts across the Directorate.
- **Appendix 2d: Changes since Consultation Proposals** – This table provides a list of those proposals that have been amended since

proposals were released in November, following a recent officer due diligence exercise.

- **Appendix 2e: Budget 2015/16 - 2018/19 – Capital Programme –**
The extract from the draft Capital Programme provides an analysis of the Directorate's capital projects proposed over the next five years. To enable Members to identify those capital projects falling within the terms of reference of this Committee, the following lines have been identified:
 - Ongoing schemes – Lines 38, 40, 41, Carbon Reduction Schemes in schools, Schools Organisation Plan, Penarth Learning Community;
 - New capital – Lines 53 & 54, Whitchurch High School, Suitability and Sufficiency in Schools;
 - Grant funded schemes – Lines 76, 77 – 21st Century Schools Grant and Flying Start support,
 - Additional Borrowing (Invest to save) – Line 86, School Organisation Plan.

Budget 2015/16 – Strategic Planning, Highways, Traffic and Transport

a) Draft Budget Consultation Proposals and Capital Programme

25. This report provides the Committee with an opportunity to consider the draft Cabinet budget proposals for consultation. The Cabinet Member may wish to comments on these proposals, as well as any recent significant changes to the consultation proposals. The proposals contain a two key documents which are appended to this report::

- **Appendix 3a: Cabinet Budget Consultation Proposals Summary**
–The tables provide a detailed analysis, of the budget saving proposed as well as showing the employees cost and the external

spend element of the savings. To enable Members to identify those items falling within the terms of reference of this Committee the following lines have been identified as:

- Passenger Transport – withdrawal of non statutory school transport - £183,000 - line 197;
 - Taxis for Pupils with SEN – merging taxi services - £50,000 – line 198, and;
 - Replacement of non statutory primary school transport with Commercial led services - £102,000 – Line 199.
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- **Budget 2015/16 - 2018/19– Capital Programme** – There are no Capital Programme items published for School Transport.

 - **Appendix 3b - Financial Pressures.** The appendix extract provides details of the Financial Pressures that have been identified for 2015/16.
 - Secondary School Transport (for Pupils living more than 3 miles from the school) - £231,000 – Line 12;
 - Primary School Transport (for pupils living more that 2 miles from school) - £160,000 – Line 13;
 - Special Educational Needs School Transport - £370,000 – Line 14;
 - Sixth Form 16 – 19 school transport - £370,000 – Line 15.

Budget 2015/16 – Children’s Services

a) Draft Corporate Plan

26. The draft *Corporate Plan* set out the key issues, priorities, resources and most importantly outcomes for the Children’s Services directorate, copy attached at **Appendix 1 pages 16 - 19**. Councillor Sue Lent, Deputy Leader and Cabinet Member for Children, Families and early Years will make a short statement on her section of the *Corporate Plan*, as well as any recent significant changes to the consultation proposals.

Supporting Vulnerable People

27. The *Corporate Plan* sets out the Council’s key Social care priority to be. The document states: *“The Council is committed to prioritising services that support those who are most vulnerable, particularly children and older people. Difficult times mean that more people need access to support and the Council has taken a number of actions to help those in need, for instance the work with partners to minimise the impact on those affected by welfare reform is a case in point. Supporting vulnerable people in most need is also hugely important if Cardiff is to effectively manage the growing demand pressures on services, promote social justice within the city and help address inequality. Developing a better understanding of the needs of individual service users and communities, and reshaping services will be crucial, as will placing an increased focus on preventative action.*

28. *Doing this will require joined up working between different organisations in the public, private and third sector. Partners such as South Wales Police, Cardiff and Vale University Health Board, the Probation Service as well as a number of third sector organisations commit much of their resources to helping vulnerable people. Often their work will compliment Council activity, and at other times the Council will collaborate directly with*

partners to support people and help ensure that “Cardiff is fair, just and inclusive” and that “People are Safe and Feel Safe”.

29. This Priority has three outcomes that the Council wishes to achieve:

- People at risk in Cardiff are safeguarded
- People in Cardiff have access to good quality housing (not within our Terms of Reference)
- People in Cardiff are supported to live independently

Outcome - People at Risk in Cardiff are safeguarded

30. The Plan states: *“The Council is committed to supporting children, young people and adults who may be unable to take care of themselves and empowering individuals to protect themselves from significant harm or from exploitation. Vulnerable people are often not able to voice their fears or tell people when they are being abused. The Council will continue to play a lead role with partners in protecting these people”.*

31. In order to achieve this, the Council will:

- By July 2016, develop a coordinated programme of training and awareness raising for all front line staff in relation to Vulnerable People, which will include: Child Sexual Exploitation; Human Trafficking; Vulnerable Adults and Vulnerable Children;
- Establish a multi-agency methodology for gathering data and intelligence concerning child sexual exploitation by March 2016;
- Establish a multi-agency methodology for gathering data and intelligence concerning human trafficking by March 2016;
- Implement the Accelerated Improvement Agenda for Children’s Services, including; Improving the system for protecting children from significant harm by implementing new inter-agency arrangements for managing referrals by March 2016; Improving the recruitment and retention of children’s social workers, ensuring the Council achieves and maintains a vacancy rate below 15% by March 2016.

Outcome – People in Cardiff are supported to live independently

32. The Plan states: *“Helping people to live independently will mean enabling potentially vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptation to their homes and providing services in a way that meets their needs. Doing so provides people with dignity and independence whilst reducing the demand for institutionalised care. Increasing help at home therefore represents a much more cost effective way of supporting people. Involving people that require support in determining for themselves the type of support that best meets their needs will be a key part of this agenda.*

33. *Many young adults leaving the care system remain highly vulnerable and need additional support from a range of agencies to enable them to live independently. This is particularly marked for those with some level of learning disability. The Council will therefore ensure effective transitional support is in place”.*

34. In order to achieve the above the Council will:

- Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood;
- Expand the range of supported accommodation options for vulnerable young adults.

b) Draft Consultation Proposals and Capital Programme

35. This section of the report provides the Committee with an opportunity to consider the draft Cabinet budget consultation proposals and their alignment to the Children’s Services section of the Corporate Plan 2015 - 2017, which relate to this Committee’s terms of reference. The proposals contain six key documents which are appended (5a- 5f) to this report::

- **Appendix 4a: Controllable Budget Analysis 2014/15** - The financial information sheet provides the relationship between the

2014/15 controllable budget lines and budget proposals for the 2015/16 budget consultation.

- **Appendix 4b: Cabinet Budget Consultation Proposals Summary**
–The table provide a detailed analysis, of the budget saving proposed as well as showing the employees cost and the external spend element of the savings. To enable Members to identify those items falling within the terms of reference of this Committee the following lines have been identified as Children’s Services – total proposed savings - £2,695,000 - lines 1 – 18.

- **Appendix 4c: Employee Implications** – This table provides a summary of the impact on posts across the Directorate.

- **Appendix 4d: Changes since Consultation Proposals** – This table provides a list of those proposals that have been amended since proposals were released in November, following a recent officer due diligence exercise.

- **Appendix 4e : 2015/16 - 2019/20– Capital Programme** – The appendix extract provides the capital projects proposed over the next five years falling within the terms of reference of this Committee, the following line has been identified:
 - Ongoing Schemes – Children’s Services Accommodation Strategy – line 25.

- **Appendix 4f: Financial Pressures** – The appendix extract provides details of the Financial Pressures that have been identified for 201516.
 - Special Guardianship and Residential Orders - £200,000 – Line

Budget 2015/16: Sport, Leisure and Culture

a) Draft Budget and Capital Programme

36. This report provides the Committee with an opportunity to consider the draft Cabinet budget proposals, and their alignment to the *Corporate Plan* 2015 - 2017, for those areas of the Directorate which relate to this Committee's terms of reference (**Appendix 1, pages 20 – 21**). The Cabinet Member may wish to comments on these proposals, as well as any recent significant changes to the consultation proposals. The proposals contain three key documents which are appended to this report:

- **Appendix 5a: Cabinet Budget Consultation Proposals Summary**
–The tables provide a detailed analysis of the budget saving proposed as well as showing the employees cost and the external spend element of the savings. To enable Members to identify those items falling within the terms of reference of this Committee the following lines have been identified as:
 - New model for Children's Play - £750,000 – line 158;
- **Appendix 5b: Employee Implications** – This table provides a summary of the impact on posts across the Directorate
- **Appendix 5c: 2014/15 - 2017/18 – Capital Programme** –The report extract provides the capital projects proposed over the next five years falling within the terms of reference of this Committee, the following line has been identified:
 - Annual sums – Play Equipment – line 15.

Consultation and Engagement

37. The Cabinet report setting out the 2015/16 Budget Proposals – For Consultation, was approved on 20 November 2014, included details of the consultation and engagement used in the development and consideration of the budget proposals.

38. In consultation with both the public and partners a range of ideas have been explored as to how savings and income can be maximised, although the scale of cuts required means that consideration must be given to the level of services provided, and in some instances whether the resources remain to enable them to continue. The reality of this is that to maintain or improve some services, reductions will need to be made in other areas.

39. To aid in these difficult decisions the Council undertook the first phase of the Cardiff Debate. As part of this a total of 37 events were undertaken between the middle of June and the end of September. These events included on-street engagement and drop-in workshops as well as on-line consultation and leaving postcards and drop boxes at hubs, libraries and leisure centres across the City.

40. An on-line consultation document was launched on the 21 November and hard copies were distributed to hubs, libraries and leisure centres. In addition a series of drop-in consultation events was arranged in each of the Neighbourhood Partnership Areas as well as the City centre during November and December, providing opportunities for people to give their views on the consultation and complete the questionnaire; give ideas on other ways the Council and its partner organisations can work differently in the future; and express an interest in volunteering or playing a potential role in managing services or assets. In addition to the public consultation events, specific engagement sessions were undertaken with young people, the Cardiff Access Forum and the 50+ Forums.

41. The timetable for the budget consultation process ran from the 21 November 2014 until mid-day on the 12 January 2015. Results have now been analysed and a full copy of the consultation document is attached at **Appendix 6 (to follow).**

Way Forward

42. Officers will make a presentation on the budget position, consultation proposals, financial pressures and capital items falling within the terms of reference of this Committee. The Cabinet Members and Officers will also be available to answer questions arising from their presentations and the attached papers.

43. Following consideration of the budget proposals, presentations and answers to Member questions, the Committee may wish to provide its comments, concerns and recommendations for the Cabinet at its business meeting on 19 February 2015.

Legal Implications

44. 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

45. 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.

RECOMMENDATION

The Committee is recommended to give consideration to the information received at this meeting, and to submit any recommendations or comments to the Cabinet prior to its consideration of the final budget proposals.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

28 January 2015