
DRAFT BUDGET PROPOSALS 2022/23

Purpose of Report

1. To inform Members of the context and framework for scrutinising the 2022-23 draft budget proposals and provide papers that set out the proposals.

Context

2. The Council is required to approve its annual budget for the year ahead at Full Council on 3rd March 2022. The Constitution allows all Scrutiny Committees to consider the draft budget proposals relevant to their terms of reference, enabling non-executive Members to feed comments, observations or recommendations to the Cabinet before final budget decisions are taken. This year the Cabinet will consider the draft budget proposals on 24 February 2022, prior to their presentation to Full Council for approval the following week.
3. The Policy Review and Performance (PRAP) Scrutiny Committee's Terms of Reference afford Members responsibility for taking an overview of revenue and capital budget proposals from a corporate, strategic point of view; checking the alignment of the budget proposals to the Council's stated Corporate Plan priorities and well-being objectives, as well as the processes by which they have been developed.
4. In addition to PRAP's strategic overview the Council's four other Scrutiny Committees will also consider the budget proposals and elements of the draft Corporate Plan relevant to their own terms of reference. Following these meetings, the Chair of each

Committee will write a letter to the Cabinet, summing up the Committee's comments. Copies of these letters will be circulated prior to the remote PRAP Scrutiny Committee meeting to inform Members' lines of enquiry in considering the overall budget.

Structure of the Meeting

5. The agenda for this meeting focusses on the Committee's corporate responsibilities, as outlined above, and this item (4) will be structured in two parts:

Item 4a - Firstly, a presentation providing an overview of all corporate budget proposals for 2022/23.

Item 4b – Secondly a presentation on the Council's Capital Investment Programme 2022/23 – 2026/27 and Capital Resourcing for the same period.

6. To consider the overall budget proposals (**item 4a**) the Cabinet Member and officers listed below will be in attendance. Members will receive a presentation by the Corporate Director Resources and the Head of Finance, giving a corporate overview of the 2022-23 Budget Proposals, and the processes by which they were arrived. There will then be an opportunity for general questions on the entire Council budget proposals:

- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Gareth Newell, Head of Performance and Partnerships & Sian Sanders, Community Cohesion Manager, with responsibility for co-ordinating the production of the Budget Consultation report 2022-23 and analysis of the results.

7. To consider the Capital Programme 2022/23 (**item 4b**) Members will hear from:

- Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance;

- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Anil Hirani, Capital Account Manager.

Structure of the Papers

8. To facilitate Member's preparations to scrutinise the draft budget proposals a series of appendices are attached to this report as follows:

Appendix A – Corporate Savings Proposals Summary 2022/23. This sets out the savings to be achieved from *Directorate Efficiencies* and the *Corporate Budget*. The excel document is comprised of an overview summary plus two parts:

A (i) Savings Overview 2022/23

A (ii) Efficiency Savings 2022/23

A (iii) Corporate Budget Savings 2022/23

Appendix B – Directorate Controllable Budgetary Analyses 2022/23. This spreadsheet sets out, for each of the eleven Council Directorates, expenditure and income for the current 2021/22 financial year; and summarises the 2022/23 savings proposals, allowing Members to see the overall budget context. The spreadsheet is made up of one page for each of the following directorates:

B (i) Corporate Management

B (ii) Economic Development

B (iii) Recycling & Neighbourhood Services

B (iv) Education

B (v) Planning, Transport & Environment

B (vi) Housing & Communities

B (vii) Performance & Partnerships

B (viii) Adults Services

B (ix) Childrens Services

B (x) Resources

B (xi) Governance & Legal Services

Appendix C – Financial Pressures, Commitments, Realignments & Capital

Ambition Policy Growth 2022/23. The spreadsheet sets these out by:

C (i) Value descending; and

C (ii) by Directorate.

Appendix D – Employee Implications – Budget Savings & Policy Growth 2022/23

Appendix E – Fees and Charges 2022/23

E (i) General fund,

E (ii) Housing Revenue Account

Appendix F - General Fund Earmarked Reserves

Appendix G – Savings at month 9 2021/22

Appendix H – Capital Programme

H (i) Expenditure

H (ii) Resources.

Appendix I – Consultation on Cardiff Council’s 2022/23 Budget.

Summary of Budgetary Position 2022/23

9. The COVID-19 pandemic and associated public health measures have had significant financial implications for the Council, both in terms of additional costs and loss of income. During 2020/21, the Welsh Government put in place a COVID-19 Hardship Fund to support Local Authorities in managing additional costs and income loss directly resulting from the pandemic. The table below summarises the level of support the Council has required from the Fund to date.

	Additional Expenditure £000	Income Loss £000	Total £000
2020/21	47,704	38,155	85,859
2021/22 (M1-9)*	21,235	12,955	34,190
TOTAL	68,939	51,110	120,049

* Including sums pending approval

10. The fund has been extended until the end of the 2021/22 financial year but will not be in place during 2022/23. This represents a significant financial risk to the Council and the 2022/23 Budget will need to be sufficiently robust to ensure that the Council can continue to cope with COVID-19 related financial pressures without recourse to external support.

Local Government Financial Settlement

11. The Local Government Financial Settlement is a key factor in drafting the budget. Due to the timing of the UK Budget, which took place in late October, the Provisional Settlement was not received until the 21st December 2021, with the Final Local Government Settlement due for publication on 2nd March 2022. This means that the Revenue Budget set out in this suite of papers reflects Provisional Settlement Funding (as reported to Cabinet on 13th January 2022.)

12. Cardiff will receive a 10.7% increase in Aggregate External Finance (AEF) in 2022/23 (£52.6 million in cash terms after adjusting for transfers). Included within the settlement is funding for additional pressures. These include agreed support for the payment of the Real Living Wage in the care sector as announced by the Deputy Minister for Social Services on 21st December 2021. It also includes allowances for increased pay and national insurance contributions from April 2022. From a financial risk and resilience perspective, in the absence of any Local Authority Hardship Fund next year, the Council will need to ensure it can cover any ongoing COVID-19 related pressures (both expenditure and income) from within this allocation.

13. In respect of specific grant announcements, significant new allocations linked to recent WG policy announcements and Free School Meals and Childcare. The budget report to Cabinet states it is difficult to comment on the quantum of these sums at present. As further detail emerges on the implementation of these WG policies in 2022/23, the cost implications will need to be carefully worked through in the context of funding allocations.

Revenue Budget 2022/23

14. A summary of the 2022/23 Revenue Budget is set out below.

Resources Required	£000
Base Budget B/F (adjusted for transfers)	686,734
Pay Award and NI changes	6,034
Price Inflation	10,664
Financial Pressures	4,413
COVID Recovery	10,000
Commitments, Realignments & Capital Financing	10,471
Policy Growth	5,500
Demographic Pressures	8,318
Schools Pressures	9,309
Savings	(7,708)
Resources Required	743,735

Resources Available	£000
Aggregate External Finance - per Provisional Settlement	544,715
Council Tax: 2022/23 tax base & 1.9% rate increase	199,020
Resources Available	743,735

Revenue Budget Savings

15. The 2022/23 Budget is predicated on the delivery of £7.708 million in efficiency savings. Efficiency savings are defined as achieving the same output (or more) for less resource, with no significant impact on the resident / customer. All proposals have been screened for their equalities impact and no concerns were identified. Savings are made across directorates, except for Schools which, following consideration post budget consultation by Cabinet, have been protected for 2022/23.

Nature of Saving	£000
Review of staffing arrangements	1,063
Reductions in premises costs	340
Reductions in external spend	3,980
Increase in Income	1,325
Reduction in General Contingency	1,000
TOTAL	7,708

16. In line with the Council's July 2021 Budget Strategy Report, in order to improve the deliverability of savings and maximise the chances of securing full year savings in 2022/23, proposals are being implemented in the current financial year where possible. This approach means that £2.785 million have already been achieved.

Financial Resilience Mechanism

17. The Council has a £3.8 million budget called the Financial Resilience Mechanism (FRM) that was set up to help it deal with funding uncertainty. It is used to invest in priority areas, but investment is one-off and determined each year. This means that the budget is used proactively, but could be deleted in future if required, without affecting day-to-day services. In the context of the better than anticipated funding position, the FRM will not be required to address the funding position and is therefore available for one-off investment. The table below provides a summary of how it will be used:

FRM – One-off use for 2022/23	
Category	£000
Young People	1,210
Community Improvement and Safety	1,648
Cleaner and Greener Cardiff	670
City Infrastructure	272
TOTAL	3,800

18. In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2022/23 budget proposals include specific contingencies. These reflect:

- The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements (£2.5 million.)
- The difficulty in modelling demand in Adult Services (£3 million)
- Market volatility in respect of recycling materials (£0.350 million).

19. The Council will reduce its General Contingency of £3 million in 2022/23 by £1 million. In the past, this was specifically held to protect the Council against late or under-delivered savings. However, in recent years, as savings requirements have reduced the contingency has been retained to address the difficulties in predicting demand, and more recently due to the risks associated with the COVID-19 pandemic. In 2022/23, it is considered that the continued improvements in savings delivery and planning, higher level of reserves and specific contingencies for particular risks will enable a lower level of general contingency.

Summary of proposals within each Appendix

Corporate Savings Proposals 2022-23

Appendix A

20. The proposed savings within this year's budget total **£7,708million**. They have been categorised as ***Efficiency and Corporate*** savings.

- **£5.558 million** are savings from **Efficiency Savings**;
- **£2,150 million** are **Corporate Savings**;

21. Detailed Directorate efficiency savings are set out in **Appendix A (i)**. The spreadsheet sets out a number of details for each proposal: For each numbered proposal (line) Members will find (L-R):

- The Directorate against which the savings is proposed;
- A reference number for the proposal
- The saving proposed and a description of the proposal;
- X-Ref - Budget Analysis Sheet Cross Reference, allowing the savings proposal to be tracked to the sub-division of the service from which it is proposed to be taken, when cross referenced with the Directorate Controllable Budgetary Analyses sheet (**Appendix B (i-x)**);
- A breakdown of the efficiency saving, for example will it be derived from 'employees', 'external spend', or 'income';

- A risk analysis for each proposal in respect of an achievability rating (*Green, Amber-Green, Amber, Red-Amber, Red*) the residual risk, and an Equalities Impact Assessment (EIA) rating;
- The Cabinet Portfolio in which the proposed saving sits.

22. Of particular interest within this Committee's Terms of Reference will be:

Corporate Management		£000
CMT E1	A review of past service contributions to pension funds in respect of ex-employees has identified savings of £49,000.	49
Economic Development		
ECD E2	Building Maintenance efficiency saving Efficiency in building maintenance at County Hall and City Hall.	82
ECD E12	Increase in Income - Property Estates Planned increase in income through review of rent levels on lease renewal.	110
Performance and Partnerships		
P+PI1	Media & Communications - Increased income An increased income target for the design team in line with performance over 2019/20 & 2020/21.	30
P+PI2	Cardiff Research Centre - Increased income An increased income target for Cardiff Research Centre in line with performance in 2020/21.	20
P+P13	Bilingual Cardiff - Increase external income Align budget in line with the external income currently being achieved.	25
P+PE1	Policy & Partnerships - Efficiency A reduction in the policy initiatives budget and the deletion of a vacant post.	34
Resources		
RES E2	Reducing the net budget of the Information Governance Function Management of vacant posts within Information Governance.	40
RES E3	Realigning the Finance and Accountancy function and an income review of the service. A restructure of the Accountancy Function and realignment of resources across Finance, focusing on establishing professional posts so that the service continues to deliver a high-quality service, whilst identifying sustainable funding.	78
RES I1	Reducing the net budget of the Revenues Function Maximising the income funding that is being collected by Revenues and ensuring that a proportion of this amount is allocated to the services inspecting, collecting and recovering.	150

23. Additionally, there are corporate savings as follows:

Ref	Saving Description	£000
1	2021/22 Corporate Savings - Further release of Budgets Further budget savings in relation to changes in working practices associated with the pandemic, including in areas such as car allowances, fuel, printing and postage.	350
2	Voluntary Redundancy	200
3	Building Services Pricing Model	150
4	Reduction in Corporate Insurance Budget	150
5	Capital Finance	300
6	General Contingency A reduction in the Council's General contingency from £3 million to £2 million. The reduction takes into account the lower level of savings than in previous years, the fact that specific contingencies are in place for particular issues, and an increase in the level of Earmarked Reserves.	1,000

Directorate Controllable Budgetary Analysis 2021-22

Appendix B

24. The eleven Directorate Controllable Budgetary Analysis tables attached at **Appendix B** provide current year (2021/22) expenditure and income information, and savings proposals by Sub-Divisions of each Service. For example, Resources includes the budgets for Finance, Commissioning & Procurement, Human Resources, Chief Digital Officer and Fleet Services.

Financial Pressures 2022-23

Appendix C

25. **Appendix C** is a summary of Financial Pressures the Council faces in 2022-23. Members may wish to refer to all pressures listed when considering the budget overview. The total pressures are £26.4 million, categorised into:

- **Financial Pressures** - £4.413 million - issues anticipated for 2022/23 that will result in a financial pressure. For example, support for organisational change (£1m); Committee Services (£100,000); Elections (£50,000)

- **Covid-19 Recovery** - £10 million
- **Commitments** – £1.545 million - includes cost implications of previous Cabinet or Council decisions. For example, Member Remuneration (£230,000); Corporate Apprentices (£100,000).
- **Expenditure & Income Realignment** - £4.942 million - allocation to realign existing budgets in response to issues identified in the current year’s monitoring position. For example, Legal - Case Management System and External Legal Fees (£305,000).
- **Capital Ambition Policy Growth** - £5.5 million budget growth to support Capital Ambition policy initiatives. For example, Bilingual Cardiff Strategy (£53,000) Race Equality Task Force (£50,000).

Employee Implications	Appendix D
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26. The Employee Implications of the Budget, attached at **Appendix E**, illustrates the posts to be deleted or created as a result of budget proposals. Overall, the budget proposes an increase of 61.4FTE posts for 2022/23. The net position for each Directorate is as follows, note that figures in brackets represent a loss and that not all Directorates have employee implications within the budget proposals:

Directorate	FTE Employee loss/gain
Economic Development	15.3
Education	12
Recycling and Neighbourhood Service	14
Planning, Transport & Environment	8.6
Performance and Partnerships	7.5
Housing & Communities	7
Resources	(3)
Total Council	61.4

Fees and Charges 2022-23**Appendix E**

27. **Appendix E (i)** provides a full list of Fees and Charges for 2022/23. These cover a broad range of income sources such as charges to rent Council buildings and venues; the use of Council caravan and camping facilities; parks facilities; community halls; sporting activities; parking; waste; libraries; bereavement services; and much more. **Appendix E (ii)** lists Housing Revenue Account Fees and Charges for 2022/23

General Fund Earmarked Reserves**Appendix F**

28. The General Fund Earmarked Reserves is monies put aside by services/functions/directorates for future use in clearly designated areas for specific purposes if required. The list is alphabetical. This year the proposal is to use £11.964 million of earmarked reserves, no council general reserves, and £4.183 million of Housing Revenue Account reserves.

Savings month 9 2021/22**Appendix G**

29. The Directorate Budget Savings Proposal Summary 2021/22 at **Appendix G** has been taken from the Month 9 Budget 2021/22 Monitoring report. It lists the savings accepted as part of last years budget and progress in achieving them. At month 9 £3.78million of savings have been achieved; £4.867 million is projected by the end of this financial year, leaving £673,000 of savings unachieved.

Capital Investment Programme 2022/23 to 2026/27**Appendix H**

30. The Council's Capital Strategy is an integral part of its strategic and financial planning framework, which includes Capital Ambition, Corporate Plan, Revenue & Capital budgets, Medium Term Financial Plan, and Treasury Strategy. The Capital Investment Programme is a 5-year rolling programme with robust processes in place to approve, manage and monitor capital projects arising from the Capital Strategy. The Capital Investment Programme for the next 5 years will be presented and considered separately at the scrutiny committee. Members are referred to **Appendix H** to support this section of the meeting.

31. Cardiff's Capital Settlement from Welsh Government is a £0.480 million increase in General Capital Funding (GCF) for 2022/23 (2.7%), with indicative increases of £3.9 million in each of 2023/24 and 2024/25. Whilst the Council has welcomed the additional GCF allocations, at present it is unclear whether those increases will be sustained in baseline allocations beyond 2024/25. It is also of note that there are currently significant pressures resulting from supply chain cost increases, demand for investment to maintain condition, and capital receipt assumptions.
32. There is little detail in terms of specific capital grant awards for Cardiff. As in previous years, these would need to be on a bid basis which can make long term financial planning difficult. This applies to the £20 million decarbonisation sum announced at an All-Wales level.
33. The Capital Investment Programme for 2022/23-2026/76 attached at **Appendix H (i)**, outlines capital expenditure proposals of £1.206 billion for the financial years 2022/23 to 2026/27, of which, £263 million is earmarked for 2022/23. Details of the individual Directorates' capital programmes are included.
34. The Programme has two parts, a **General Fund**, and the **Public Housing Capital Programme (HRA)**.

Part one, the General Fund has different categories of expenditure as follows:

- a. **Annual Sums** - for example line 11 – **Street Lighting Renewals**. *To replace and install new street lighting columns including renewal of electrical cabling.*
- b. **Ongoing Schemes** – for example line 50 - **East Cardiff Industrial and Regeneration Strategy**. *A new bridge and road link between the Llanrumney estate and the A48 and; work in partnership with external bodies towards Pentwyn leisure centre refurbishment and development and new outdoor sports pitches, subject to the level of capital receipts and a further Cabinet report where relevant.*
- c. **New Capital Schemes** - for example line 60 - **Parking Enforcement Equipment**. *moving traffic offences cameras and equipment for new routes*

and changing routes that will require enforcement for safety purposes and in order to maintain efficient traffic flows.

- d. **Schemes funded by Grants and Contributions** – for example line 74 **Central Market**. *the restoration of the Market, subject to final costing and further stage approvals.*
- e. **Existing Schemes** – for example line 80 – **21st Century Schools - Band B Financial Model strategic investment programme for priority schools including land acquisition, funded by additional borrowing**
- f. **New Invest to Save Bids-** for example line 94 **Independent Living Wellbeing Centre**. *Consolidated warehouse accommodation for the Joint Equipment Service together alongside a co-located Independent Living Services (ILS) team of multiservice provision and resources to form an Independent Living Wellbeing Centre. Subject to a further Cabinet report following site identification and business case approval and confirmation of funding from Vale of Glamorgan Council and the Cardiff and Vale University Health Board.*

35. Part two of the Capital Investment Programme is the **Public Housing Capital Programme (HRA)**, for which all funding is ring fenced. For example, line 99, **Disabled Facilities Adaptations - To provide adaptations and internal modifications to allow the recipient to live independently within the home.**

36. **Appendix H (ii)** sets out the total resources required to fund both General and Public Housing parts of the capital programme for the next 5 years.

Budget consultation on Savings Proposals

Appendix I

37. In developing the budget proposals for 2022/23 the Council has taken on board the views of key stakeholders. The bilingual consultation was undertaken by the Cardiff Research Centre and ran from 14th January to 6th February 2022, following the budget announcement from the Welsh Government on 21st December 2021.

38. Due to ongoing restrictions arising from the Covid-19 Pandemic, traditional methods of engagement were impossible, and the 2022-23 Budget Consultation was delivered solely online.

39. The Cardiff Research Centre worked closely with partnership organisations to ensure as representative a response as possible. In a bid to ensure the survey was promoted as widely as possible, the survey was promoted via:

- **Email** – directly with organisations known to work with less frequently heard groups; Cardiff Youth Council; Cardiff’s Citizen’s Panel
- **Internet/intranet** – hosted on the Council website, at www.cardiff.gov.uk/budget, on the Have Your Say page. It was also promoted to Council employees via DigiGov, Intranet and Staff Information. A separate link to an accessible version of the survey (for use with screen readers) was made available alongside the link to the main survey.
- **Social media** - promoted on the Council’s corporate Facebook, Twitter, Instagram and Linked In accounts by the Corporate Communications Team throughout the consultation period (to a combined audience of 175,266 followers). Targeted promotion was facilitated via stakeholder’s social media accounts and Facebook ‘boosts’ of paid advertising aimed at those less frequently heard i.e., under 25’s, Minority Ethnic groups and those living in the ‘Southern Arc’ of the city. A separate survey was distributed to secondary schools across Cardiff and to the Youth Council.

40. After data cleansing to remove blank and duplicated responses, a total of 1,547 responses were received from the three surveys. This compares to 2,870 responses in 2021/22, and 2,051 responses in 2020/21. A copy of the Consultation on Cardiff Council’s 2022/23 Budget research findings is attached at **Appendix I**

41. Despite a tailored budget survey aimed at younger people, distributed to all schools and the Youth Council, there was a low response from this children and young people. This reflects historical trends, with younger people having proven to be a hard group to reach through the use of traditional corporate engagement approaches, particularly on the Council’s budget consultation. Restrictions associated with the

pandemic have limited the use of face-to-face methodologies, making engagement with this group even more difficult. Over recent years, a variety of methodologies have been used to encourage participation amongst children and young people in both the budget consultation and Ask Cardiff survey, including incentives such as concert tickets or high street vouchers, with limited success.

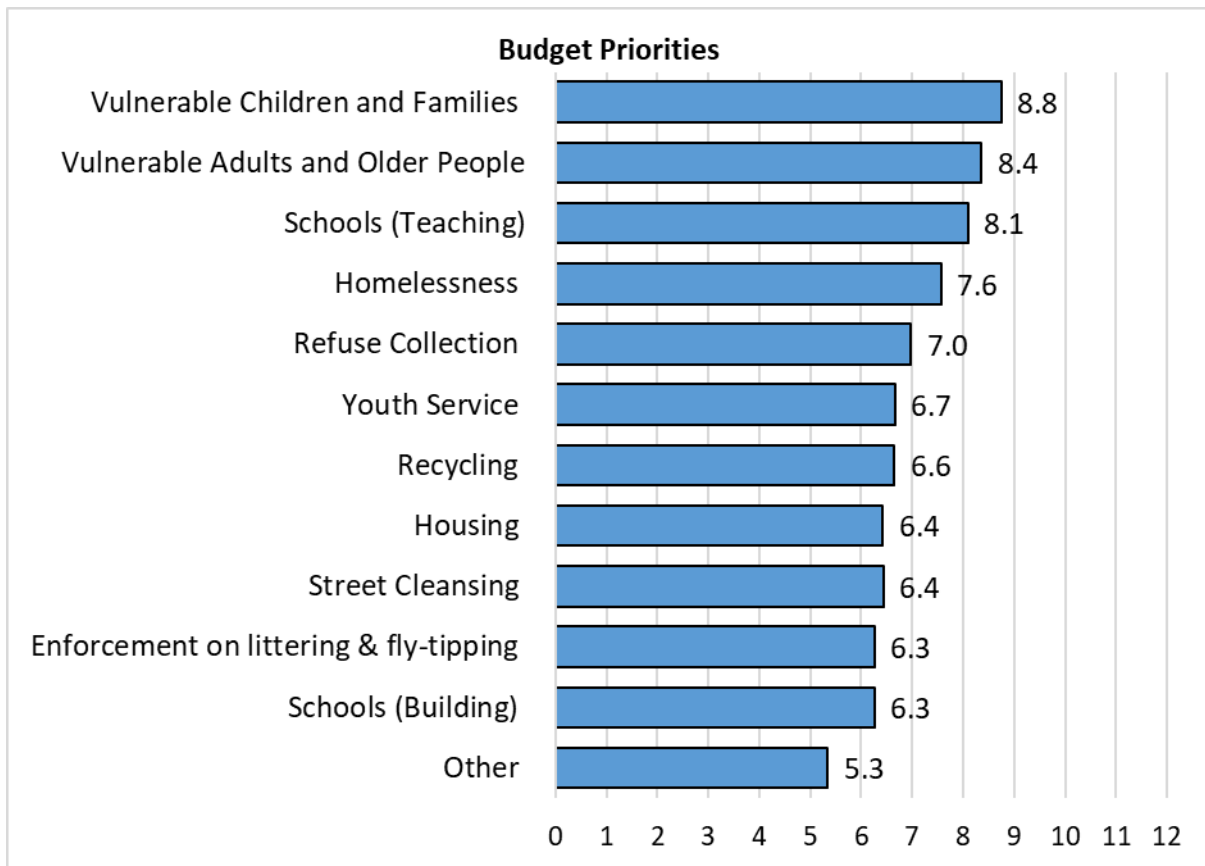
42. While participation in the budget consultation was low, Cardiff's Child Friendly City work has enabled children and young people to express their voice and have this voice heard on priorities for the city. The Child Friendly City survey run by the Council with all schools in the city (conducted in 2019) gathered the views of over 6,000 pupils across Cardiff on their life in the city and their priorities for action, and the Children Commissioner for Wales's research reports (including a series of 'Coronavirus and Me' surveys run during 2020 and 2021, with local data shared with the Council), have provided valuable evidence on the experience of young people in Cardiff during the pandemic. A new Child Friendly City survey will also be undertaken in spring 2022.

Despite the low response to the budget consultation, the priorities identified through this more tailored – and more successful – approach to engaging children and young people has ensured that the voice of young people has been, and will continue to be, heard in priority setting for the Council.

43. The Ask Cardiff 2021 survey undertaken in October 2021 had already identified top service priorities to be:

1. Education and Youth Services
2. Supporting vulnerable children and families
3. Supporting vulnerable adults and older people
4. Recycling and Waste Services
5. Neighbourhood services such as street cleansing
6. Homelessness and housing

44. This Budget Consultation looked at the above priority areas identified in greater detail, inviting respondents to rank a list of 11 council services in which they would like to see investment. Top priorities are illustrated in the following table:



Scores were calculated by assigning 12 points for each 1st place ranking, 11 points for each 2nd place ranking and so on, to 1 point for each 12th place ranking; this combined figure was then divided by the overall number of respondents giving an answer for each option, to give a final score.

Scope of the Scrutiny

45. The scope of this pre-decision scrutiny is to consider the overall corporate budget proposals in terms of their relationship to the Corporate Plan 2022-25, to test whether they will support delivery of the priorities, objectives and steps set out in the Plan, and to test the processes and assessments used in their development;

Way Forward

46. Cabinet Members and officers will be attending the meeting as set out in the 'structure of the meeting' section above. Members are invited to question those in attendance, and during discussion at the Way Forward agree the comments, concerns and observations that should go forward for consideration by the Cabinet.

Legal Implications

47. 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 of 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

48. 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

Members are invited to consider the information presented in these papers and at the meeting, and refer any comments, observations and concerns for consideration by the Cabinet prior to its meeting on 24 February 2022.

DAVINA FIORE

Director of Governance and Legal Services

18 February 2022