

## COVID-19 SCRUTINY PANEL

9 JUNE 2020

Present: Councillor Walker(Chairperson)  
Councillors Bridgeman, Howells, Jenkins and Patel

### 1 : APOLOGIES FOR ABSENCE

None received.

### 2 : DECLARATIONS OF INTEREST

None received.

### 3 : CABINET AGENDA ITEMS FOR CONSIDERATION (TO FOLLOW)

#### Restart, Recover, Renew: Next steps for Cardiff

The Chairperson welcomed Cllr Huw Thomas, Leader and Paul Orders, Chief Executive to the meeting.

The Chairperson noted that the Chief Executive had asked the following officers to be available for this item, to answer any operational matters arising: Chris Lee, Corporate Director, Resources; Sarah McGill, Corporate Director, People & Communities; Richard Portas, Programme Director, School Organisational Plan; Neil Hanratty – Director of Economic Development and Andrew Gregory, Director of Strategic Planning, Transport and Environment.

The Chairperson invited the Leader to make a statement in which he said that he was grateful to the Panel for convening stating it was important to carry out the business of Council and that includes Scrutiny. He added that all Members would be aware of the Council's strategic approach to the pandemic, based on a vital services model, on a crisis footing, delivering front line services. Members were advised that the report sets out the critical challenges to restart and repurpose services effectively; there would be 3 stages – Restart, Recover, Renew. Restart would be based on a Health and Safety approach managed on phased service in consultation with the Trade Unions; Risk Assessed, Social distancing and infection control requirements. This agreement with the Trade Unions is outlined in a Memorandum of Understanding. Restart would build on the successful adaptations and innovations. The Leader paid tribute to Staff and Members in continuing to deliver essential services, which has been widely recognised and realised by messages of thanks from Cardiff citizens.

The Chairperson invited the Chief Executive to make a statement in which he explained that Restart was the next phase in the pandemic. Working from home would need to continue alongside social distancing in an ongoing drive to reduce infection. He added this challenge cannot be underestimated but commended the ability to move to essential services only in just 2 weeks at the outset. The next phase would be a gradual coordinated approach reflecting National Guidance. Health and Safety would be the central principal behind the restart approach, looking at a range of issues including the safety of buildings, PPE etc. Working from home is central to the model going forward, if this is protracted it is important to accept the implications and support measures required for staff. Work is underway on contact

tracing already. He added that there is a need to lock-in transformation. The appendix to the report is a point in time assessment, and further details would be added following guidance.

The Chairperson invited questions and comments from Members;

It was noted that mortality and infection were higher in deprived and BAME communities and members asked what measures were being considered with regard to this, including where staff are involved. Officers explained the data they have analysed has shown that there is no correlation with regards to BAME in Cardiff; with deprivations this could be explained by the large number of care homes in those areas. However it was recognised that this was a Wales and UK wide issue. The Chief Executive added that in relation to the workforce, this was an integral part of the vulnerability assessment of services and staff. The BAME criteria will be a central part of that assessment to restart services on a safe footing.

Members discussed the work undertaken by Professor Senghal and were surprised no correlation had been found in Cardiff. The Chief Executive stated that Professor Senghal's work would inform the vulnerability assessment work; technical advice from SAGE to Public Health Wales shows the biomedical issues in relation to risk factors still need to be understood; there was more work to do when we go to a future level on the data.

Members considered the measures prioritising health and safety when pupils return to school are welcome and necessary. Is the council satisfied that in liaison with the Welsh Government, sufficient priority will be given to teaching and support staff for initial testing of Covid-19 symptoms, tracing of contacts and anti-body testing? The Leader explained that they have lived the experience of testing in Cardiff and it's been very positive, the Council has a good relationship with the Cardiff and Vale Health Board and great facilities so they were not concerned about the ability to test effectively. With regard to tracing, the Council will work with the Vale of Glamorgan Council and the Health board and are confident it will work as we have a degree of control even though it is the biggest public health intervention for the Council for many years. From a standing position three weeks ago, the Council now has the rudiments in place for TTP, with 300 staff ready to be deployed when needed. By the time schools restart the Council will be in a good position with regard to TTP.

Members noted that the council's Restart, Recover, Renew strategy rightly anticipates a high risk of an increase in the number of young people not in education, employment or training. What advance planning is being undertaken by the recovery task force referred to with Further and Higher Education, training providers and employers to tackle this risk? The Leader referred to page 11 of the report and said the Council was keen to restart youth outreach, especially street based, for the particular cohort who are not engaging with education. There would also be a shift in focus from major projects to business support and into work services. Employers are telling the Council that it is important to get the right messages out to people regarding working and shopping safely in the City. Into work services are in a reasonable position with significant capacity to get people from unemployment into work. Vulnerable young people would be a focus, and opportunities would be provided especially for the cohort leaving school. Members considered that a number of young people will be delayed going into further education and this should also be factored in. The Chief Executive agreed and stated that training and apprenticeships

are important in this context. Officers added the Council are looking to open 2 special needs hubs to help with transition to work and opportunities available for young people over the summer months.

Members noted that up to the 30<sup>th</sup> of May 2020, the ONS figures indicate that there were 341 Covid-19 deaths in Cardiff. The number of fatalities in Cardiff is the third highest across nine Core Cities in England & Wales (behind Liverpool and Birmingham). Of this total number (341 COVID deaths), 121 (35.5%) deaths were in care homes. Although the death rate figure is consistent with the excess death rate figures attributed to COVID in the 9 Core Cities group, the proportion of fatalities in care homes in Cardiff is higher (35%) than the Welsh average (28%). Members asked what the reasons are for the high fatality rate in Cardiff care homes. What could have been done better by the Council and the Health Board, as one of its key partners, to prevent this high fatality rate in care homes in Cardiff? What lessons have been learned which would inform operational strategies to protect elderly and vulnerable service users in care homes and for those who are admitted to a hospital setting and will be moving back to care homes and their communities? Officers explained that the Council has provided considerable support to care homes with regard to discharges and admissions; officers were not aware of any individual circumstances of someone going from hospital to a care home and then testing positive for Covid-19. Current arrangements are very prescriptive, to move a person to a care home there is a 14 day isolation period before there is a care home placement. Commissioning care home beds is done with statutory requirements; a 14 day isolation with a negative test from hospital then a second negative test before they go into the care home. The Chief Executive added that the key issue is that the guidance is prescriptive from Public Health Wales and Care Inspectorate Wales. The current arrangements are effective, Care Inspectorate Wales are impressed with the level of multi-agency working in relation to infection control and Members can be confident.

Members noted that Shared Regulatory Services (SRS) have taken on the TTP management and with premises reopening, and an increase in social gatherings, are there enough Environmental Health Officers (EHOs) available to do this? Is there enough resource to perform this new role while ensuring standards of health, hygiene and public protection are not allowed to slip creating other health hazards? Even if extra financial support has been provided, are there the EHO's available to train individuals and manage this work? EHOs have for some time been under resourced as they were unable to recruit. The Chief Executive stated that in reality, capacity in Environmental Health is a significant issue; staff will have to be refocussed/retrained as the Council will need capacity in relation to TTP which will be hosted by Cardiff Council with specialist input at a regional level. Officers added that they are looking to bring students in to help with the TTP work also. Officers explained that there are 4 strands to the regional arrangements; Tracing and Tracking- hosted by CCC, initially with 50 staff but increasing to 150; Professional Public Health Advice Hub – where the Council will go for specific advice around settings such as schools, hostels even businesses; Testing – Cardiff and the Vale of Glamorgan have done very well in relation to testing. The testing station at Cardiff City Stadium will become Council capacity imminently.

Members asked about the homelessness strategy and how the success of engaging homeless people into services throughout the pandemic can be built upon and the

level of street begging reduced. The Leader hoped that the success can be built upon and it is vital that the general public works with the Council on this. The feedback the Leader has received is that the supply of drugs has reduced, the prices have therefore increased, there is less cash from street begging so there have been more people seeking treatment with synthetic drugs. The Leader clearly wants this to continue and to keep people in accommodation and is in discussions with Welsh Government to continue funding the new safe and secure accommodation. Officers added that there are 2 strands to this, accommodation and also identifying the reasons that lead to people begging on the street and substance misuse. It is important to capture the stories of people who have begun treatment during Covid-19 and increase public visibility. The Leader added that there are now only around 5 people on the streets who will not come into Council services, however figures were reducing before the crisis, to 30 in February which was the lowest it had been in 5 years. Members asked if there were any policy changes needed to drive this forward and the Leader stated that it would need the continued availability of accommodation and treatment, coupled with clear messaging to the general public not to give to street beggars directly.

Members considered that the Council was doing a good job with its 3 step approach and being very cautious, but wondered if businesses may not be at the same level as the Council and asked if the Council can review/revise the strategy and if it was nimble enough to accelerate or decelerate the process. The Leader stated that it was, it was a living document that will need to be flexible when coming out of lockdown, or for further lockdowns if there is a second peak. It needs to be agile as the phasing of restarting services begins it can be turned on/off as need arises.

Members discussed the complexity face by businesses in relation to policy and response, the Council has engaged with over 7000 businesses directly providing support and guidance and checking they have what they need; the Economic Development Function will need to be more hands on to this effect and the information sharing portal would be kept going. People need to feel safe and confident to return to work and use retail centres and other amenities, but this is needed to help the economy.

Members noted the statutory duty to children and children's homes etc had understandably had to be relaxed/removed and asked that this return as soon as possible. The Leader agreed and said that as soon as it is safe to do so they would be, with regular consultation too.

Members discussed interventions around the use of road space, officers explained that there had been lots of engagement around city centre premises and conversation had started with areas such as Wellfield Road; this will continue across the City where they seek to improve interventions. The Leader stated that the grant application process for small businesses had made it very easy for them to apply and most have had their cash delivered.

Members discussed the benefits and innovations that have transpired during the pandemic and asked what new things will be introduced to consolidate this going forward. The Leader stated that digitalisation and working from home were certainly 2 areas that would be underpinned, the Council has never done digitalisation and working from home and has proved the model can work, this has provided an opportunity to remove any intrinsic barriers that existed. New services would be created with digital in mind first, rapidly changing from analogue to digital. The Chief

Executive added that Homelessness and Integrated Health and Social Care were essential for the Council; discharge arrangements from hospital to the community; first point of contact, all integral to the effectiveness of that operation, working smarter has freed up capacity in hospitals there has been lots of use of digital including daily discussions around concerns, and digital allocation of case management. This all needs to be built in going forward as there are a number of specific services which can be underpinned by digital change and built upon. Members noted that having the Trade Unions support had really helped. The Chief Executive agreed saying they had been very supportive throughout the detailed consultations; they have a primary Health and Safety concern for their members. He added that they continue to be supportive of the Council's approach to deploy staff to where they are needed.

### Financial Management Report

The Chairperson welcomed Cllr Chris Weaver, Cabinet Member and Chris Lee – Corporate Director, Resources to the meeting and noted that Cllr Huw Thomas, Leader and Paul Orders, Chief Executive would remain for this item.

The Chairperson invited questions and comments from Members;

Members noted that The Council faces an estimated loss of income of £11.4m to June 2020, the potential for Council Tax collection rates to fall, and demand for the Council Tax Reduction Scheme to increase. A Welsh Government fund of £78m has been announced to support Local Government in this challenge. Members asked for more of an insight into the implications of how this will impact on the Council's budget for 20/21? Do you have projections for loss of income up to April 2021? The Cabinet Member stated that it was very complicated to project to the end of the year. Some decisions would be based on Government announcements and the attitude and mood of the public. The Cabinet was looking to bring the Budget Strategy report to the next Cabinet meeting. Officers added that the WLGA are analysing all 22 Local Authorities in relation to lost income to identify funding to support lost income to the sum of £78million. No criteria is in place as yet on how to apply. The Council continues to monitor Council Tax receipts/reductions and there is a lot of modelling going on across Wales, Officers will look into this in the medium term.

Members discussed the WLGA funding and whether there had been any early discussion about the level that Council's may be hit. The Cabinet Member stated that they were heading toward the longer term, maybe November, the money was very welcome and discussions were being held although it was hoped that some incomes bounce back. Officers advised that discussions had been in relation to the period up until June, the next discussion would be September but it was important to make distinctions between income lost and delayed as there may be some rebound.

Members clarified that people are still able to pay their Council Tax currently and were advised that they could.

Members noted that the papers show that the Council has lost £3.4m on parking, parking penalties and MTOs. Do we have powers to impose penalties on drivers exceeding 20mph? Less women cycle for a variety of reasons, one of them is fear for their safety. Does not imposing fines have an Equality impact? Officers explained that enforcing the 20mph speed limit was a matter for the Police. Teams

had been working towards restart and preparing across the City and local centres ensuring that social distancing measures are in place and supporting businesses.

Members asked if there was an early handle on additional costs having to be met now and certainly in the longer term and if this would be factored into future budget strategies. The Cabinet Member stated that Homelessness, PPE, Food Delivery etc. will all be additional spend, it was important to understand this year's budget position and where the implications would be. Officers added that they were undertaking a survey now to look forward beyond June to September and this will be picked up in the coming weeks.

Members asked about the extra pressure on Children's Services budget since the pandemic began. The Cabinet Member said there was, ways of operating had to change, there had been pressures in areas where savings were hoped to be achieved, so lots of the flexibility has now gone including less volunteers and foster carers etc.

Members made reference to the support provided to domiciliary care/care home providers, considering it overwhelming what the Council is providing and asked if this will be re-claimable from Welsh Government (WG). Members were conscious of the work that was underway to recommission domiciliary care and other areas last year and asked where does this crisis leave that work? The Cabinet Member stated that the increased costs would be recoverable from the WG; remote working had been accelerated which was a positive step; it was important now to look at the impact on the external market but that couldn't be done just yet. Officers added that they needed to separate out with the providers what costs related specifically to Covid-19, it is estimated to be £40million across Wales; this will need to be brought back for a further focus. Domiciliary Care providers are keen to re-engage about the future, there is some information available on the impact in that the amount of care had reduced which has made providers vulnerable financially but they have had to move more closely to the locality services model; initial meetings have started but it was inevitable that there would be a 6 month delay to the original timetable.

Members asked about procurement plans for PPE for schools and early year's provision. The Cabinet Member noted that a huge amount of the additional spend had been on PPE. The Chief Executive stated that they have secured a 3 month supply line for PPE with procurement, there was some modelling around school and wider community PPE need. Members asked what the process was for assessing that need and the Chief Executive explained it was similar to the Social Services model, Health and Safety procurement and service; looking at possible infection/risk and the quantity of kit to purchase. The Council is also working with WG Central Stores and working much more effectively with regards to PPE than at the outset of the crisis.

#### [Cardiff Recovery Strategy Report](#)

The Chairperson welcomed Cllr Russell Goodway, Cabinet Member – Investment & Development; Cllr Caro Wild, Cabinet Member – Strategic Planning & Transport; Neil Hanratty – Director of Economic Development and Andrew Gregory – Director of Strategic Planning, Transport & Environment.

The Chairperson noted that Cllr Huw Thomas, Leader and Paul Orders, Chief Executive would remain for this item.

Question – Councillor Patel - What is the impact on Cardiff Bus? What is the impact for the Council of this? Cycles – we have been promoting Next bikes. How are these sanitised between users? The Environmental Scrutiny Committee has previously raised the possibility of having free trials to encourage use. If we can ensure Next bikes are safe to use, should we offer free trials now, to help with restart and recovery? The Leader explained that there has been a significant reduction in usage figures and that Cardiff Bus has offered free travel to NHS workers. There has been specific support from WG for minimal services. The Leader understood that there was a scheme from WG to provide a further package of support to bus services across Wales. There are currently discussions around what the Council can do to support in the short term also around pension liability and modernisation of the fleet; there are challenges but the Council are working with WG and Cardiff Bus. With regards to Nextbike – the Cabinet Member explained that they have been cleaning the stations and making people aware that they should be sanitised before use; he was keen to keep this service going and noted it was free for NHS staff to use. Members asked if consideration had been given to offering the service free to the wider community to help restart the recovery, the Cabinet Member agreed to take this forward.

Members noted that the report outlines changes to access routes for the city centre and talks about putting the city into ‘Event’ mode almost permanently for the foreseeable future. How are you planning to test these proposals to ensure there are no unintended negative consequences, for example for those with visual impairments or mobility issues or women, who research has shown do not cycle as much as men due to harassment and safety concerns. The Cabinet Member stated that the reason they chose event mode was that they have long experiences of how the City works in that mode; social distancing and health and safety needed to be a priority. Actions taken in the immediate term are ones that can be reversed very quickly if they are not doing what we need them to do. Members asked if there had been discussions with the Access Forum to ensure no one was being discriminated against. Officers explained that they are in regular liaison with various disability groups, and there are fortnightly meetings scheduled going forward; Officers are involved in detailed plans and there would be Equality Impact Assessments (EIA) on each proposal. Members noted that they hadn't seen the EIA's for the schemes and officers advised they were about to be done.

Members considered there could be changes in behaviours for those who work in the City, people may be reluctant to use public transport and we could see increased car use and traffic coming into the City centre. Members discussed businesses being keen to open up and travel is an important consideration. The Council has identified a need to locate car parking as near as possible to the City Centre so that people can then walk/cycle the rest of the journey. It was noted that it is a significant change to the direction of travel that the Council has been pushing but it is in direct response to business concerns. The Leader added that City Centre car parks are planning to open in a reduced capacity with social distancing measures in place; roads will have reduced capacity too in this respect and it was important to encourage homeworking wherever possible. The Cabinet Member added that with the City being in event mode, the flow of traffic would be managed, this has been modelled to avoid congestion as much as possible. Other considerations such as staggered start and

finish times for businesses along with homeworking would help. It was noted that this was a dynamic situation and still unknown at the moment, a robust system is needed to support car use but with safety measures in place; support other modes of transport and adjust quickly as data comes forward and to enable proactive management of the whole situation.

Members noted the report mentions the Wellfield Road pilot scheme. What are the timelines for this pilot? Have any lessons been learnt so far, for example about how to speed up progress in delivering schemes and also ensure good consultation with affected groups? We will need to implement schemes at pace – what are the risks with this? Officers advised that there have been 2 meetings with local business and Members. The first phase is done with doubling the size of the pavement by removing road space with cones. Other social distancing measures have all been worked through with the local community such as one-way systems etc. If the scheme is successful it will be replicated in other local areas across the City. The meetings have been positive, there have been points made to support the Policy and the process was ongoing. Phase 2 would begin in 4-6 weeks.

Members referred to Green Recovery asking how this will manifest itself in Cardiff. What will we do to encourage and support this? Officers noted the significant improvement with regards to clean air but explained that this did not relate to particulates. It was noted that a better intelligence of air quality was needed to determine how elements can be enhanced and consolidated to provide an opportunity for significant permanent shift, this was not guaranteed but it was a direction of travel. The One Planet strategy would be coming forward in line with Europe and other UK cities. Members asked about the location of the Park and Pedal sites and officers explained that these locations were being worked up at the moment but they would be critical in the City's recovery success. A formal plan with more detail and an operational plan would be brought back to the Panel. Members stressed the importance of consulting with local ward Members.

Members noted the change in people's travel behaviour could have a real impact on public transport and its viability. Officers explained that they have been engaging with Transport for Wales, there have been significant impacts and they are working to provide alternative measures for each station. Cardiff Bus are used to operating in event mode and the controlled spaces in the City Centre should advantage them. Future work will involve looking at bus stops, locations and access to main stations; it is important to protect these key assets of the City going forward and a process is needed to compliment and not compete. The Cabinet Member stated it was very worrying as the companies have seen significant losses.

Members referred to the refocus of Economic Development and asked what this means in terms of major projects already in the pipeline. The Cabinet Member stated that developers remain engaged with the Indoor Arena plans and are progressing the scheme with officials. There does need to be a re-focus on what Economic Development takes on going forward, currently there is more requirement to support small businesses. The Cabinet Member will monitor this and what is happening in other cities and there will be a future Cabinet conversation around this.

## Response to Impact of Covid-19 on the Council's Housing Delivery Programme

The Chairperson explained that this final report looks at the impact of Covid-19 on the Council's Housing Delivery Programme and proposes a response to how to deal with this.

The Chairperson welcomed Cllr Lynda Thorne, Cabinet Member – Housing and Communities; Sarah McGill – Corporate Director, People and Communities and Dave Jaques – Operational Manager, Development & Regeneration for this item.

The Chairperson noted that Cllr Huw Thomas, Leader and Paul Orders, Chief Executive would remain for this item.

The Chairperson explained that this item contains confidential information at Appendix 1. The meeting would start in open session, Members were asked not refer to this Appendix. If required the meeting would move into closed session to enable Members to ask questions on these items in due course.

The Chairperson invited Councillor Thorne to make a statement in which she explained that the report outlines the impact that the Covid19 pandemic has had on our Council Housing delivery program to date, the likely ongoing impact and opportunities to move the program forward.

The Lockdown resulted in delays with handovers at year-end & impacted the Council's on-going development pipeline as follows:

- Inability to complete Buy-backs
- Handovers from the Cardiff Living scheme were delayed
- 30 homes at Courtenay Rd delayed (staff furloughed)
- Unable to start Caldicot Road as programmed (staff furloughed)
- Pipeline schemes delayed

The report also highlights concerns about the immediate impact on the Housing market. Because of these concerns, Wates are seeking an alternative approach to the four operational sites within phase 1.

- Willowbrook, St. Mellons
- Briardean, Gabalfa
- Highfields, Heath
- Llandudno Road, Rumney

Therefore the report is seeking to vary the development agreement, which can be seen in confidential Appendix 1, this will provide an opportunity to protect the scheme and provide more Council homes – Ward Members have been consulted and to date there have been no negative responses.

The report also covers how varying our approach to building could help to provide some flexibility within our program by adapting to changing market conditions and delivering truly tenure neutral homes.

Councillor Thorne summarised as follows;

- The report shows that - on the whole - the impact so far has been around delay's to the delivery of our new homes and homes for sale
- It recommends that Cabinet approve "in principle" the purchase of an additional 102 homes which flags up some immediate concerns about the economic impact of the pandemic on the wider housing market
- The Cabinet Member has asked Officers to keep a clear focus on that over the next weeks and months.
- What the report also highlights is that our development program is not just about delivering housing need but can also be a key driver for economic regeneration and the direction of travel shown in the report, where we act more as a developer ourselves in future exciting schemes, such as Channel View and the Gasworks.
- The next report to Cabinet on housing ambitions – in September – will cover this in more detail.
- The anticipated downturn in the recovery post lockdown means it's more important than ever that we do everything within our means to increase the current target of 2,000 homes and find ways of speeding up that program.

Members asked whether it would be wiser to wait to see clear evidence that Wates cannot sell the houses before the Council buys them. The Cabinet Member stated that the homes are almost ready and she does not want to see them vacant, she added that there almost certainly will be an impact from Covid-19 as people are concerned about taking on mortgages. The Cabinet Member considered it was an opportunity for the Council to provide more council homes. Officers added that waiting could mean a delay on site, acting now could progress schemes, make more homes available, and even offer assisted home ownership. Officers considered that if sites stall this would have a negative impact going forward. Members asked if buying the houses now was a way in which the Council could easily catch up on their target to provide Council homes. The Leader stated that Wates brought the request to the Council not the other way around, the Council is still well within its target to deliver the homes. The sales performance and market sales to date for Wates is very impressive, they often sell to local residents. The Leader considered that it was unfair to Officers and to the Administration to suggest this was the case.

Members asked what thought had been given to using local supply chains and offering local apprenticeships. The Cabinet Member stated that on the Llanrumney High site there was a proposal to provide a moveable training centre, there had been significant investment from WG to set this up.

Members asked if there was any opportunity to develop any properties on the Wates sites as Children's Homes. Officers said not on the 4 Wates sites but they are looking at a wide range of opportunities to provide for young people who need certain levels of support or who have complex needs to try and keep them in Cardiff. This could involve using existing stock too for respite care, but yes new builds would be used to meet social care needs across Cardiff.

Members noted the very ambitious delivery plan for affordable homes and noted the impact of Covid-19 on budgets, asking if the plan was still deliverable. The Cabinet Member stated it needed to fit in with the HRA business plan. Officers added that in some ways it could provide opportunities, there were discussions with WG colleagues around how the potential funding including the social housing grant could make the best use of sites; there is no negative impact at present but this will be monitored; a report will be brought in September showing good examples of innovation.

Members discussed 'affordable' housing and how some people are confused as to whether this means renting/co-ownership etc. and there is also confusion around eligibility criteria. It was noted that in relation to co-ownership the mortgage payments were often less than people pay in rent. There is a need to develop the service and it needs more promotion and advice to applicants. Officers added that they are generally tenure neutral, with a mix of rent/buy; mixed communities but the Council has an element of control. Members discussed the importance of including people downsizing to be added to eligibility and Officers agreed that they need to fill the gaps in the market where national builders don't; there are schemes in place to target downsizing but all opportunities should be considered.

AGREED: to write to the individual Cabinet Members with the Panel's comments, observations and any recommendations they wish to make.

**4 : URGENT ITEMS**

None received.

**5 : DATE OF NEXT MEETING**

14 July 2020 at 2.00pm

The meeting terminated at 4.17 pm

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