

**CORPORATE OVERVIEW AND SCRUTINY COMMITTEE**

**MINUTES** of a meeting of the Corporate Overview and Scrutiny Committee held on Thursday 9 January 2020 at the Council Chamber - Shire Hall, Gloucester.

**Present:**

Cllr Carole Allaway Martin	Cllr Kate Haigh
Cllr Brian Robinson	Cllr Kevin Cromwell
Cllr Rachel Smith	Cllr Iain Dobie
Cllr Shaun Parsons (Chair)	Cllr Jeremy Hilton
Cllr Stephen Hirst	Cllr Ray Theodoulou
	Cllr Lesley Williams

Cllr John Cordwell (For Item 2)  
Cllr Graham Morgan (For Item 2)  
Cllr Steve Robinson (For Item 2)  
Cllr Eva Ward (For Item 2)  
Cllr Ben Evans (For Item 2)  
Cllr Paul Hodgkinson (From Item 2 onwards)

**Substitutes:**

**In attendance:** Pete Bungard, Chief Executive (Item 1 & 6)  
Rob Ayliffe, Monitoring Officer and Head of Planning, Performance & Change (Item 1)  
Paul Blacker, Director of Finance  
Mandy Quayle, Director of People (Item 5)  
Colin Chick, Director of Economy, Environment and Infrastructure (Item 2)  
Wayne Bowcock, Chief Fire Officer (Item 3)  
Mark Branton, Deputy Adult Social Care (Item 3)  
Sarah Scott, Director Public Health (Item 3)  
Chris Spencer, Director Children's Services (Item 4)  
Stephen Bace, Lead Democratic Services Adviser

**Cabinet Members:** Cllr Mark Hawthorne, Leader of Council (Item 1 & 6)  
Cllr Richard Boyles, Deputy Leader of Council and Cabinet Member for Children's Safeguarding and Early Years (Item 4)  
Cllr Vernon Smith, Highways and Flood (Item 2)  
Cllr Kathy Williams, Adult Social Care Delivery (Item 3)  
Cllr Nigel Moor, Environment and Planning (Item 2)  
Cllr Lynden Stowe, Finance and Change (Item 5)  
Cllr Dave Norman, Public Protection, Parking and Libraries (Item 3)  
Cllr Patrick Molyneux, Economy, Education and Skills (Item 2 & 4)

**Apologies:**

Cllr Joe Harris

**1. Council Strategy**

- 1.1 Members met with Cllr Mark Hawthorne, Leader of the Council, and Pete Bungard, Chief Executive to discuss the Council Strategy and receive an introduction to the budget scrutiny day. Throughout the day the committee would meet with the Cabinet Members and Directors under the remit of each Scrutiny Committee and discuss their areas of the budget. Members on each of the Committees were welcome to attend for their relevant sessions or to stay for the whole day.
- 1.2 Members were advised to consider how effectively the proposed budget responded to:
- The changing needs of Gloucestershire residents and communities
  - The priorities and ambitions set out within the Council Strategy – Looking to the Future
  - Any legislative or other changes in national policy or guidance
- 1.3 The Committee understood that the proposed budget included in the December Cabinet Report included cost reductions of £9.588 million, cost increases of £40.792 million with an overall budget of £468.183 million.

The Budget issued for consultation was based on 1.99% Council Tax increase and 2% National Social Care Levy.

Band D Council Tax of £1,345.32 (a £51.62 p.a. increase)

The Budget Consultation period ran from 20<sup>th</sup> December 2019 to 17<sup>th</sup> January 2020.

- 1.4 The Chief Executive emphasised that this was a draft budget and could still change based on any announcements from central government regarding funding changes. In addition, the responses of the public engagement and scrutiny's comments would be taken into account. Members were informed that the number of responses to the draft budget was approaching 400 and there was still a week to go. It was suggested that this budget was more straightforward to present in that it included close to £41million of growth with

only £9.588 million in savings. This differed to previous budgets that had been drawn up during a period of austerity.

- 1.5 The Chief Executive drew members attention to the overspend in the current budget for Vulnerable Children. This was in part due to an increase in the average unit cost of looking after a young person. This reflected a 'broken' market and a UK wide increase in demand for these services. Even those councils with the best run children's services were facing similar issues. All other areas of the Council's budget were within 1% of their allocated budget.
- 1.6 Cllr Mark Hawthorne, Leader of the Council, stated that the Council had received a good financial settlement from central government which provided for extra resources for adult social care and children. He suggested that lobbying through the LGA had delivered this additional funding. Members noted the budget increases in the draft MTFs.
- 1.7 In response to questions, it was explained that the budget did not contain greater contingency for any further deterioration in the children's external market place. It was stated that the introduction of Trevone House and the additional placements that would bring would help to reduce costs in this area and deliver better outcomes. The Chief Executive stated that practice in Children's Services was improving and this would lead to less 'distressed' emergency purchasing being required in a crisis situation. One member expressed concern about the impact on the Council's reserves if there was a continued lack of control over the Children's budget. Another member suggested that the Council reserves should be increased to match the increase in the revenue budget, noting that reserves had dipped below 4% of that budget.
- 1.8 It was noted that district collection fund figures could make a slight difference to the overall budget to be considered in February but there was confidence that the forecasting would not be far off the actual figures.
- 1.9 Opposition members were reminded that officers were available to cost up any potential budget amendments or suggestions in complete confidence.
- 1.10 Some members felt that the current format of the budget papers did not provide sufficient clarity over the figures or an opportunity to compare previous year's budgets to identify how resources had changed in specific areas.
- 1.11 In response to a question, it was suggested that schools would likely welcome the additional investment particularly in light of historical underfunding in Gloucestershire.

- 1.12 One member questioned how the budget was being used to support the Council's commitment to tackling climate change and support the Climate Change Strategy. It was explained that this was an area to discuss with Cabinet Members throughout the day.

## 2. Environment and Economic Growth

### Environment and Planning

- 2.1 Cllr Nigel Moor, Cabinet Member Environment and Planning, introduced the session by urging members to consider the Climate Change Strategy which included a range of actions to reduce carbon emissions.
- 2.2 Members noted the strategic intentions outlined within the draft MTFS. This included, during 2020/21 a number of strategically important long-term planning visions need to be developed or implemented including the Joint Core Strategy (Review), Local Plan refreshes, Local Transport Plan, including new rail investment strategy, Joint Municipal Waste Strategy and the Local Industrial Strategy.
- 2.3 In response to a question it was confirmed that there would be a review of household recycling centres in order to make them more accessible and safer. It was stated that this was not a cost cutting review and would include consideration of selling recycled items on the sites.
- 2.4 One member asked what the budget would be to support public transport. The Cabinet Member stated that this would be around £10 million to support commissioned, subsidised and community transport. New initiatives were being considered such as an 'uber-like' service in rural areas that would provide a more bespoke service. It was requested that a breakdown be provided to members on this budget along with details of what funding was provided by central government. The member sought reassurance that services would not be lost in the next 12 months and clarification was requested on whether the budget included an increase or decrease in this area. **ACTION Colin Chick**
- 2.5 There was a discussion on how the budget was looking to change behaviours and services in order to meet the commitments around tackling climate change. Cllr Nigel Moor discussed the review of the local transport plan and the ambition to bring about modal change. In response to a specific question it was stated that there was no change to third party recycling credits. The Climate Change Strategy was committed to an 80% reduction in carbon emissions by 2030; some members queried how funding committed to big capital projects that appeared to increase vehicle traffic met that ambition. In

response, it was explained that this was about playing 'catch up' and taking it step by step. A £1million pot was available so that work could be progressed in collaboration with districts. The initial focus was on 'getting our own house in order' and show real leadership in carbon reduction. The Local Transport Plan would bring a range of initiatives.

- 2.6 One member stated that in examining the waste budget he could not see the savings being generated from the operation at Javelin Park and asked for a breakdown of the budget including the revenue implications of the Residual Waste Project over the next 12 months. The member was reminded that this was about delivering savings over a 25 year period. **ACTION Colin Chick**

#### Economy and Skills

- 2.7 Cllr Patrick Molyneux, Cabinet Member for Economy, Education and Skills, outlined that Gloucestershire had a prosperous and resilient economy. The focus was on increasing demand for services and jobs as well as creating opportunities for increased investment. This could only be achieved through collaboration and partnership with other agencies such as planning authorities and GFirst. This needed to be achieved while always taking into consideration the Climate Change Strategy.
- 2.8 One member asked what planning had been carried out in terms of any negative impacts of Brexit. In response it was stated that this was something that officers were looking at in order to mitigate risks, and it was suggested that increased certainty in this area was helpful.
- 2.9 The Committee discussed the provision of broadband and the partnership with BT. Broadband was an essential utility but there were challenges in delivering in rural areas. Gloucestershire was in its tenth year and had been a big success helping Gloucestershire to become one of the best connected counties in the country. There were still pockets of hard to reach areas and this was the cause of much frustration. The next phase of the project was to focus on those 'hard to reach' areas through more flexible means such as match funding and grant schemes.
- 2.10 One member emphasised the importance of town centres as important parts of communities and important areas for business which in turn would help with business rates. The Council worked closely with district and borough councils to forge closer ties and help Gloucestershire become more successful.
- 2.11 In response to a member's question, it was explained that work was being carried out to make people's homes carbon neutral and that this would lead to a requirement for new skills which in turn could generate more jobs. It was

important to have apprenticeships and pathways to allow those skills and jobs to be developed.

### Highways and Flood

- 2.12 Cllr Vernon Smith, Cabinet Member for Highways and Flood, outlined the commissioning intentions for highways and emphasised the importance of a positive relationship with partners, contractors and communities. He referred to climate change and the increase in incidents of flooding and the impact on new housing that might be close to vulnerable land.
- 2.13 In relation to the Highways and Public Rights of Way network, the Council was approaching year 3 of the £150million highways improvement pledge. In the first year £26million of resurfacing had been carried out which was double the level of the previous year. By the end of the second year it was predicted that £31million would have been spent on resurfacing schemes and in year 3 the Council was hoping to deliver £49.8million worth of resurfacing work.
- 2.14 The Council would continue to deliver on major transport projects, cycling infrastructure and LED street lighting schemes.
- 2.15 Members noted that Highways Local was in the budget at £10,000 per member. The Committee noted that at full Council in previous years this had been increased through budget amendments. Some members explained that £10,000 was not enough and urged the Cabinet to consider increasing it.
- 2.16 There was discussion around cycling with one member expressing scepticism about the take up of cycling as a replacement for car travel, particularly in more rural isolated areas. Other members spoke of the importance of cycling and welcomed the work that was being carried out to improve the network. Cllr Vernon Smith stated that in relation to the Climate Change Strategy he felt that cycling was one area that the Council could be proud of what it would deliver. In response to a question on the amount spent on footways and cycleways as an amount and percentage, it was explained that it was difficult to identify an amount spent on cycling routes because every highways scheme incorporated a proportion of work to improve footways and cycleways. The £49.8million for resurfacing schemes would include a large proportion of this work.
- 2.17 Some members queried what highways improvement works would be carried out in the coming year. In response it was explained that detailed charts were available from the Cabinet Member.
- 2.18 It was confirmed that the Lengthsmen Scheme was being delivered by the Council and was reflected in the draft budget.

### 3. Adult Social Care and Communities

#### Libraries and Parking

- 3.1 Cllr Dave Norman, Cabinet Member for Public Protection, Parking and Libraries, outlined the commissioning intentions in this area, explaining that the review of on street charging would be carried out alongside investment in new parking zones and a new parking enforcement contract. With regards to libraries there would be an expansion of digital services and there would be consultation on an updated library strategy as this had not been looked at since 2012.
- 3.2 In response to a question, it was explained that the consultation document for libraries was still being drafted but this would be about enhancing the service. One member asked if the £10,000 figure was still available for community libraries and whether this would be improved. The Cabinet Member confirmed that there was no intention to reduce this figure. Savings within the budget related to the mobile library no longer being operational along with some staff that were leaving. There would be a staffing review in response.
- 3.3 One member queried the savings within the Registration Service. Cllr Norman said that he would have to come back to the member with the details but believed that this was in relation to targeting higher income in order to support the service. **ACTION Colin Chick**
- 3.4 In response to a member's question on residents parking it was explained that there would be no increases in charges above inflation.

#### Public Protection

- 3.5 Cllr Dave Norman explained that the issues within Gloucestershire Fire and Rescue Service had been well documented and had been ongoing for around two years. The draft budget looked to increase the budget for the service in relation to inflation and pensions schemes but also to change the staffing structure of the service to incorporate seventeen returning posts. Historically the service had seen reductions in its budget and had been 'cut too lean'. The new Chief Fire Officer had reviewed the service and, alongside the reports from the HMICFRS visits, had moved quickly to make changes. The budget included funding to support the Liberal Democrat motion at Council to support young people to access the facilities at Skillzone.

- 3.6 Members welcomed the increase in the budget for the service and emphasised the importance of supporting staff.
- 3.7 One member, while supporting the increase in budget for the Fire and Rescue Service, expressed concern regarding the Trading Standards budget. Cllr Norman explained that if there was an opportunity to enhance the service then he would look at options for that, but it was important to understand the links between that team and their shared remit with other areas of the Council's work. In addition, Trading Standards teams across regions supported each other and shared expertise. The Chief Fire Officer reiterated that the initial focus had been on the Fire and Rescue Service and that the Trading Standards team was set up to focus on its statutory duties.
- 3.8 The Committee sought assurances that the increase in budget for the Fire and Rescue Service would allow the service to address the concerns outlined by HMICFRS. In response it was explained that this would take time but the additional staff would help the service to make progress in those areas highlighted during the inspections.

#### Adult Social Care

- 3.9 The Committee acknowledged the recent loss of Cllr Roger Wilson who had been Cabinet Member for Adult Social Care and Commissioning.
- 3.10 Cllr Kathy Williams, Cabinet Member for Adult Social Care Delivery, outlined the commissioning intentions. She explained that in the current year the service was forecast to remain within its budget which was credit to the hard work of staff. She suggested that having social worker teams in-house had helped to focus resources as well as reducing the reliance on institutional residential care. There was a good relationship with health and care colleagues and it was important to provide creative solutions to manage demand.
- 3.11 One member expressed concern around what support was in place for families that took on a carer role for their family members and spouses. It was suggested that this was an area that was unseen. The Cabinet Member acknowledged that this was a shared concern and that some family members were not informing the Council of the role they were taking on.
- 3.12 There was a discussion around the success of the Adult Single Programme. Some members questioned whether there would be a later impact on the budget of those individuals that had not received extensive support earlier who requiring intervention at a later stage. In response it was explained that a lot of work had been carried out around 'Your Circle' and carers brochures which helped communicate to individuals the support available. Officers

explained that there was now a smaller savings target attached to reducing external care placements because it was recognised that there were less opportunities to reduce costs. Joining up data with health colleagues was important in allowing demand to be mapped and better understand individual's pathways. In addition, the use of technology was important in providing the required support.

- 3.13 One member noted that, while the overall budget for this area was forecast to be balanced, there were indications that the full savings targets would not be achieved in the current year. It was explained that over the three year period there was confidence that the savings targets would be met and delays were due to new initiatives being rolled out at a slower speed to ensure that they could be better integrated and embedded for the long term.
- 3.14 It was noted that there had been good integration between health and social care and public health. One member asked a question regarding the chair of the Health and Wellbeing Board as well as whether there would be a review of changes to the scrutiny structure in order to reflect the integration in this area. In response it was explained that the new Cabinet Member for Adult Social Care Commissioning could potentially chair the Health and Wellbeing Board and that a review of the scrutiny arrangements was scheduled for later in the year.
- 3.15 One member sought to understand how much 'cost savings' could be attributed to the introduction of the 'three tier conversation'. In response it was stated that there had been a £10 million overspend in the Adults budget at the time of its introduction, this had been addressed and an additional £8 million had been saved in the previous year as well as another £8 million forecast in the current year.
- 3.16 It was stated that dementia care was a priority area for the Cabinet Member.
- 3.17 The Committee commented that there was interconnectivity between budgets, with the example given of the introduction of cycle lanes potentially helping to reduce social care costs at a later stage. It was stated that some Care Act funding had been used to support transport schemes in the past and that there were further lessons like that to be learned. Some members expressed concern that the Council was working in silos. The Thriving Communities grants were available to help kick start initiatives. County Councillors had a role in terms of alerting the Council to worthwhile initiatives and making best use of that local knowledge.

#### Public Health

- 3.18 Cllr Tim Harman, Cabinet Member for Public Health and Communities, explained that the Public Health budget relied on a ring fenced grant. This was the first year of real investment in Public Health for a number of years. He said that the re-commissioning process had been successful in helping to change the way the Council worked. The detail was contained within the budget papers.
- 3.19 The £473,000 of additional investment would help to support the provision of public health services such as sexual health and drug and alcohol services.
- 3.20 In relation to a member's concern regarding late diagnosis of HIV, it was outlined that there was investment around contraception. Work was being carried out with colleagues to understand what was behind the late diagnosis figures and identify where in each individual's journey this could have been spotted earlier.
- 3.21 There was no specific work stream related to gambling. Following the Council motion, the drug and alcohol service and healthy lifestyles service continue to raise awareness about the risks of gambling.
- 3.22 One member asked for further details on the savings outlined in the budget due to reductions in community based support. It was explained that the contract provided flexibility to take into account of variations in demand. The reductions reflected the amount of unused capacity within the providers commissioned to provide community and accommodation based support.
- 3.23 An extra £200,000 was in the budget for the public health nursing service. This would fund additional personnel. In response to concerns around national recruitment issues in nursing, it was explained that there was confidence in the Gloucestershire Health and Care NHS Foundation Trust to fill those posts.
- 3.24 It was preferable for individuals to not smoke at all but it was accepted that vaping was less harmful than tobacco smoking. The data suggested that there were less young people taking up smoking but that there was still a cohort of adults who did smoke.
- 3.25 Work was being carried out to understand what services were required to help support people who were self-harming.
- 3.26 Members noted the county-wide oral health promotion strategy and plan.

## 4. Children and Families

### Children's Safeguarding and Early Years

- 4.1 Cllr Richard Boyles, Cabinet Member for Children's Safeguarding and Early Years, outlined the commissioning intentions for 2020/21. He stated that the service was projected to overspend in light of pressure on the budget primarily due to external placements that had risen from an average of £50,000 per child to £99,000. The use of agency staff also continued to add to those budget pressures. The draft budget included additional investment of £14.94 million to support vulnerable children, allow for additional social workers, fostering allowances and other staff costs.
- 4.2 In order to mitigate the risks and challenges associated with high cost placements, Trevone House had been developed. This would ensure appropriate placements for children in care at a lower cost and allow them to remain in county.
- 4.3 Some members questioned what provision was being put in place for Early Years prevention work, particularly for children in the first 1001 days. It was confirmed that it was important to provide intervention at the earliest stage when it was at its lower level and this included intervention work pre-birth. Members noted the increases within the budget of £917,000 for early years-improving outcomes for children, as well as £65,000 for additional capacity. This in conjunction with a joint project with Swindon represented a big proportional increase in spending in early years.
- 4.4 One member asked how the transition period for young people between the ages of 18-25 was managed and how that was reflected in the budget. The Care Leavers Strategy outlined a list of all the support being provided to care leavers including council tax relief and access to community health and fitness centres. This was an evolving document. A Joint Transition Strategy was also being developed with Adult Services to better identify young people at an earlier stage to help them through the transition into other services.
- 4.5 With regards to Education Health and Care Plans (EHCP), it was explained that once a decision was made to initiate an EHCP the team were hitting their targets in terms of timeliness. Members suggested that there were delays earlier in the process. It was explained that potentially this centred around the need for an Educational Psychologist report and that the budget included an extra post so that should help improve the service.
- 4.6 It was clarified that Trevone House would have 18 beds available in addition to ones held for use by the Police and NHS. Rooms would need to be kept free to allow for emergency placements so there was no plan to run at full

capacity. The budget assumption was that there would be an average of 12 individuals there in year one.

- 4.7 Members expressed concern regarding the escalation in the Children's budget over the years and the potential impact on other areas of the Council's budget and reserves. It was explained that the budget was being constantly monitored and assessed. The amount in the draft budget equated to similar levels as other councils and it was suggested that there had been some catching up to do. It was felt that this was the right amount to support our young people. There was a focus on looking to reduce high cost placements and make sure the support was right. It was stated that the number of children in care in Gloucestershire was only slightly above the national average (by 2.3 per 10,000). The Council was still on an improvement journey and practice was still not always 'good'; there was a link between good practice and cost effectiveness. As practice improved, pressures should reduce and the budget should come back into control.
- 4.8 One member requested what the placement costs would be at Trevone House. This information would be provided. **ACTION Chris Spencer**
- 4.9 Another member emphasised the importance of considering all of the Council's assets when assessing properties that could allow for in-house provision for young people. Members were urged to look at the Sufficiency Strategy which set out key elements of what would be developed locally to meet the needs of the cohort.
- 4.10 Members were informed that the highest cost placement was £28,000 per week. This particular cost was shared with the health colleagues as it was a placement they had commissioned and was for a young person with some very specific needs. This was a short term placement as the young person transitioned into adult services. One member suggested that consideration should be given to establishing more specialist residential facilities in Gloucestershire with the cost and benefits potentially shared with neighbouring counties.
- 4.11 The number of social workers had been increased to circa 400 while reducing agency staff. In some areas agency teams had needed to be employed to meet the demand. There had been over recruitment of social workers in order to reduce the number of agency workers from 188 to 133. It was anticipated that in six months time, through 'growing our own' social workers, the agency worker numbers would be below 100.
- 4.12 One member asked in the event that Ofsted rated the service inadequate or requiring improvement, would additional funding be required which was not already included in the draft budget? It was stated that it would take time to

make the improvement needed to take the service to a 'good' rating, with work underway to stabilise and develop the workforce. If the service was rated 'inadequate' then a Commissioner could be appointed to review the whole service and would make a decision on how to take that forward, including budget requirements. Work was underway to support the service so that this was not necessary.

### Education

- 4.13 Cllr Patrick Molyneux emphasised the importance of education within his portfolio and outlined how the Council worked with partners including schools through the Schools' Forum. The budget was detailed within the papers for members' consideration. He explained how the development of skills through schools and apprenticeships was vital to provide the best opportunities.
- 4.14 One member queried the cost reduction of £250,000 identified as 'reduce capacity for intervention and support for maintained schools'. A written response would be provided. **ACTION Chris Spencer**
- 4.15 Another member queried the reduction in home to school transport budget and how that might impact young peoples' access to education. In response it was explained that this was monitored closely and that it was important to find efficiencies in a much pressurised budget.
- 4.16 It was noted that there would be a redesign of alternative provision. This would include the configuration of the provision and assessing the capacity required.

### **5. Corporate Resources (Core Council)**

- 5.1 Cllr Lynden Stowe, Cabinet Member for Finance and Change, outlined the importance of providing the accommodation and facilities necessary to ensure good quality services. Part of that included the consideration of the Council's commitment around addressing climate change.
- 5.2 Some members queried the increase in expenditure for the Council's ICT systems. It was explained that the current systems were not at the level they needed to be so the investment was to improve that in light of cyber crime threats and to take advantage of digitisation of services.
- 5.3 With regards to the disposal of assets, one member suggested that more could be explored to increase income generation. A breakdown of income from assets would be provided. **ACTION Paul Blacker**

- 5.4 There was some discussion around the continuation of services previously used by maintained schools that had now become academies. Team leaders and managers of traded services had met to consider how best to sell those services back to schools.
- 5.5 In response to a question, it was explained that where services overspent but the overall budget was balanced then this would be absorbed within the Council's whole budget. Where individual services overspent by a significant amount then potentially reserves could be used or other options considered.
- 5.6 There was a specific question regarding a technical finance adjustment in relation to the Energy from Waste Project which related to the way it was funded.
- 5.7 The budget included the potential for capital receipts to be used within the revenue budget for transformation purposes, if there was a requirement to do so. This was the flexibility that had been introduced by the Government and there were no plans for Gloucestershire County Council to take this action.

## **6. Summary**

- 6.1 At the conclusion of the day, the Committee provided feedback to the Leader of Council and Chief Executive. Members outlined a number of recurring themes and areas of concern that they wished to emphasise in addition to the points raised throughout the day.
- Members expressed their concern over the pressure on the Vulnerable Children's budget and, while welcoming the additional investment, expressed caution that this budget needed to be closely monitored.
  - Members commented on the importance of the level of general reserves, noting that it was now at less than 4% of the revenue budget. It was recognised that the Section 151 Officer had signed off the draft budget including the level of reserves. Some members emphasised that the reserves provided an important contingency in relation to any loss of control of the Children's budget.
  - Some members asked that consideration be given to presenting the budget information in a more easily accessible way.
  - The Committee highlighted the way in which Cabinet Members had considered the Council's commitment to responding to climate change throughout the day's discussion. Members welcomed the introduction of a Climate Change Strategy. Some members felt that the commitment should be

more explicit within the budget and reflected in the commissioning intentions.

- Some members felt that the £10,000 per member for highways local was disappointing and they would like to see the figure increased.
- The Committee outlined the importance of transport and how it had links to a wider range of areas such as schools, employment and adult social care. Some members highlighted the importance of support for public transport.
- One member commented that in some areas of the budget, savings were attributed to a review of a particular service or staffing structure, but it was unclear how those reviews would save the Council money. It was felt that greater detail was needed to understand how savings would be achieved. The example of libraries was given.