



North Tyneside Council

Cabinet

Date Not Specified

Monday, 5 February 2024 The Chamber, Quadrant, The Silverlink North, Cobalt Business Park, North Tyneside, NE27 0BY **commencing at 6.00 pm.**

Agenda Item	Page(s)
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1. **Apologies for Absence**

To receive apologies for absence from the meeting.

2. **To Receive any Declarations of Interest and Notification of any Dispensations Granted**

You are invited to **declare** any registerable and/or non-registerable interests in matters appearing on the agenda, and the nature of that interest.

You are also invited to **disclose** any dispensation in relation to any registerable and/or non-registerable interests that have been granted to you in respect of any matters appearing on the agenda.

Please complete the Declarations of Interests card available at the meeting and return it to the Democratic Services Officer before leaving the meeting.

If you need us to do anything differently (reasonable adjustments) to help you access our services, including providing this information in another language or format, please contact democraticsupport@northtyneside.gov.uk.

3. **Report of the Budget Scrutiny Sub-Group of the OSCF Committee in response to Cabinet's Final Budget Proposals as part of the 2024-2028 Financial Planning and Budget Process**

5 - 24

To receive a report of the Budget Scrutiny Sub-Group of the Overview, Scrutiny Co-ordination and Finance Committee dated 31 January 2024 in response to Cabinet's Final Budget Proposals as part of the 2024-2028 Financial Planning and Budget Process.

(This report should be viewed in conjunction with its report to Overview, Scrutiny Co-ordination and Finance Committee of 15 January 2024.)

4. **Date and Time of Next Meeting**

Monday 19 February 2024 at 6.00pm.

Circulation overleaf ...

Circulated to Members of Cabinet: -

N Redfearn (Elected Mayor)
Councillor C Johnson (Deputy Mayor)
Councillor K Clark
Councillor P Earley
Councillor S Graham
Councillor J Harrison
Councillor Janet Hunter
Councillor H Johnson
Councillor A McMullen
Councillor S Phillips

**Young and Older People's Representatives and Partners of
North Tyneside Council.**

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North Tyneside Council

Report to Cabinet

Date: 5 February 2024

Title: 2024-2028 Financial Planning and Budget Process: Cabinet's Final Budget and Council Tax Requirement Proposals

Budget Scrutiny Sub-Group report to Cabinet

Portfolio(s):	Elected Mayor	Cabinet Member(s):	Dame Norma Redfearn DBE
	Finance and Resources		Councillor Anthony McMullen
	Deputy Mayor		Councillor Carl Johnson

Report from Service Area: Senior Leadership Team

Responsible Officer: Jon Ritchie, Director of Resources (Chief Finance Officer) Tel: 643 5701

Wards affected: All

PART 1

1.1 Executive Summary:

The purpose of this report is to provide Cabinet with the report of the Budget Scrutiny Sub-Group of the Overview, Scrutiny and Policy Development Committee (the Budget Scrutiny Sub-Group) dated ?? in

response to Cabinet's Final Budget Proposals as part of the 2024-2028 Financial Planning and Budget Process.

This report should be viewed in conjunction with Cabinet's report to the Overview, Scrutiny Co-ordination and Finance Committee of 15 January 2024.

1.2 **Recommendation(s):**

- 1.2.1 Cabinet is recommended to note the report of the Budget Scrutiny Sub-Group of the Overview, Scrutiny and Policy Development Committee dated 16 January 2024 in response to the Cabinet's Final Budget Proposals.

1.3 **Forward Plan:**

Twenty-eight days' notice of this report has been given and it first appeared on the Forward Plan that was published on 3 November 2023

1.4 **Council Plan and policy framework:**

- 1.4.1 The Budget and Policy Framework Procedure Rules are set out in Part 4.7 of the Authority's Constitution. The Budget is guided by paragraph 4.7.3 covering the process for the preparation, consideration and final approval of the Authority's Council Tax requirement and Council Tax level. The statutory and constitutional requirements for preparing, considering and approving these issues drive the timetable for the Financial Planning and Council Tax setting process of the Authority.
- 1.4.2 The development of the Financial Plan and Budget has followed the same timetable as in previous years. The budget proposals have been presented to Overview and Scrutiny Co-ordination and Finance Committee (OSFC) during the course of the Budget setting process, with detailed scrutiny being undertaken by the Budget Scrutiny Sub-Group.
- 1.4.3 The Financial Planning and Budget process is a fundamental part of the overall governance and assurance framework of the Authority. This in

turn provides assurance that is considered as part of preparing the Annual Governance Statement each year.

1.5 Information:

- 1.5.1 The Budget Scrutiny Sub-Group met on 28 November, 5, 11 and 19 December 2023 and 15 January 2024 where Senior Officers and the Cabinet Member for Finance and Resources presented information relating to Cabinet's Initial Budget Proposals. The Sub-Group reported its views to OSCFC at its meeting on the 15 January 2024.
- 1.5.2 In addition, a further meeting of the Budget Study Sub-Group was held on 26 January 2024 which also included the Cabinet Member for the Environment to discuss specific points relating to waste and highways.
- 1.5.3 The OSCFC report was considered by Cabinet at its meeting on 29 January 2024. In response to Cabinet's Budget proposals there were no formal recommendations for Cabinet to consider in relation to Cabinet's engagement approach or the Budget proposals for the General Fund, Housing Revenue Account, the 2024-2028 Investment Plan and the 2024/25 Treasury Management Statement and Annual Investment Strategy.
- 1.5.4 The report of the Budget Scrutiny Sub-Group of the Overview, Scrutiny and Policy Development Committee, provided at Appendix A, outlined a series of observations and comments on the approach to Budget-setting for 2024/25. These recognised the significant backdrop of uncertainty and highlighted the need for continual monitoring to ensure plans can be delivered and risks are fully understood.
- 1.5.5 The OSCFC at its meeting on the 15 January 2024, gave delegation to the Budget Scrutiny Sub-Group to make any further recommendations to Cabinet as a result of its meetings on the 29 January and 5 February 2024.
- 1.5.6 OSCFC met again on 31 January 2024 following Cabinet's approval of the updated budget proposals. The OSCFC considered the outcome of the Cabinet meeting, including the proposal relating to the potential additional funding towards adults and children's social care as a result

of the Government's announcement on 24 January 2024, which confirmed additional funding of £500m towards these pressures that would be distributed as part of the final Local Government Finance Settlement.

1.5.7 At this meeting the OSCFC confirmed that no further comments or recommendations would be made in addition to those already presented to Cabinet on 29 January 2024.

1.5.8 The Cabinet Member for Finance and Resources will provide a verbal response to the points made within the OSCFC report at the meeting.

1.6 Decision options:

1.6.1 The report is for information only and Cabinet is not required to make a decision.

1.7 Reasons for recommended option:

1.7.1 The Budget proposals have been worked through with all Cabinet Members and have taken due consideration of the Budget Engagement suggestions.

1.8 Appendices:

Appendix A: Report of the Budget Scrutiny sub-group of the Overview, Scrutiny and Policy Development Committee.

1.9 Contact officers:

Jon Ritchie, Finance Service
Tel No 643 5701

David Mason, Finance Service
Tel No 643 3293

Jacqueline Laughton, Assistant Chief Executive
Tel No 643 7070

Stephen Ballantyne, Head of Law
Tel No 643 5329

Allison Mitchell, Head of Governance
Tel No 643 5724

1.10 Background information:

The following background papers and research reports have been used in the compilation of this report and are available at the offices of the author:

- (a) Overview, Scrutiny & Policy Development Committee – Budget Scrutiny sub-group report, 15 January 2024
<https://democracy.northtyneside.gov.uk/ielistDocuments.aspx?CId=271&Mid=1104&Ver=4>
- (b) 2024-2028 Financial Planning and Budget Process: Cabinet’s Updated Budget proposals, Cabinet 29 January 2024. This report includes recommendations made by the Overview, Scrutiny and Policy Development Committee at its meeting held on 15 January 2024 as well as the relevant Equality Impact Assessments
<https://democracy.northtyneside.gov.uk/ielistDocuments.aspx?CId=174&Mid=1211>
- (c) 2024-2028 Financial Planning and Budget Process: Cabinet’s initial Budget proposals, Cabinet 27 November 2023
<https://democracy.northtyneside.gov.uk/documents/s15763/2024-2028%20Financial%20Planning%20Budget%20Process%20-%20Cabinets%20Initial%20Budget%20Proposals.pdf>
- (d) Provisional Local Government Financial Settlement
<https://www.gov.uk/government/collections/provisional-local-government-finance-settlement-england-2024-to-2025>
- (e) 2023/24 Financial Management Report to 30 November 2023 – Cabinet 22 January 2024
<https://democracy.northtyneside.gov.uk/documents/g1059/Public%20reports%20pack%2022nd-Jan-2024%2018.00%20Cabinet.pdf?T=10>

- (f) Local Council Tax Support Scheme 2023/24
https://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/Council%20Tax%20Support%20Scheme%202023-24_0.pdf

PART 2 – COMPLIANCE WITH PRINCIPLES OF DECISION MAKING

2.1 Finance and other resources

- 2.1.1 Any financial implications arising from this report are appraised as part of the decisions made about what will be included in the Authority's financial plans, including the 2024/25 Budget-setting process. Decisions on the Budget in relation to the General Fund, Housing Revenue Account, Dedicated Schools Grant (DSG), Capital Investment Plan, Treasury Management Statement and Annual Investment Strategy need to be made within the overall context of the resources available to this Authority and within the legal framework for setting budgets. The Authority will need to examine closely the links with its key funding partners and their proposed financial plans, including an assessment of the impact of any grant reductions over the proposed four-year resource planning period.
- 2.1.2 Cabinet and full Council need to have due regard to the Chief Finance Officer's advice in relation to the levels of reserves and balances proposed as part of the four-year Financial Plan for 2024-2028, as issued in guidance from the Chartered Institute of Public Finance and Accountancy (CIPFA).

2.2 Legal

- 2.2.1 The Local Government Finance Act 1992 (Section 32: Calculation of Budget Requirement) requires the Council to set a balanced budget in the context of the resources available, including Central Government Grants, Business Rates and Council Tax income. The Localism Act 2011 inserted a new Section 31 into the Local Government Finance Act 1992, which requires the calculation of a Council Tax requirement by billing authorities, rather than a budget requirement calculation, as was previously the case. The Localism Act 2011 also abolished Council Tax

capping in England. It instead introduced new provisions into the 1992 Act, making provision for Council Tax referendums to be held in England if an authority intended to increase its Council Tax by an amount exceeding the principles determined by the Secretary of State. The current principles for local authorities with responsibility for social care (county and unitary authorities) provide that a referendum is required if Council Tax is to increase by 5% or more, inclusive of a 2% Adult Social Care Precept.

2.2.2 The Local Government Act 2003 imposes duties on local authorities in relation to budget setting. The Act requires that, when an authority is deciding its annual Budget and Council Tax level, Members and officers must take into account a report from the Chief Finance Officer on the robustness of the budget and the adequacy of the authority's financial reserves. The Government has a back-up power to impose a minimum level of reserves on an authority that it considers to be making inadequate provisions.

2.2.3 The 2024-2028 Financial Planning and Budget process has been prepared to comply with the time scales required within the Budget and Policy Framework Procedure Rules contained in the Authority's Constitution and legislative requirements that the Council Tax requirement is determined before 11 March in any year.

2.2.4 In accordance with the above and the Local Government Act 2000 (and the Regulations made under that Act), Cabinet is responsible for considering and determining the issues raised in this report.

2.3 Consultation / Community engagement

2.3.1 Each Cabinet Member has been consulted on the individual proposals put forward in this report, with regular discussions held between the Chief Executive, Director of Resources, Directors of Service, the Elected Mayor and Cabinet.

2.3.2 The 2024/25 Budget Engagement Strategy and approach was agreed by Cabinet as part of Cabinet's Initial Budget Proposals on 27 November 2023. The views and priorities from residents involved in the engagement process have been considered in Cabinet's Budget proposals.

2.4 Human rights

- 2.4.1 All actions and spending plans contained within the Budget are fully compliant with national and international human rights law. For example, Article 10 of the European Convention on Human Rights guarantees freedom of expression, including the freedom to 'hold opinions and to receive and impart information and ideas'. Article 8 of the Convention guarantees the right to respect for private and family life.

2.5 Equalities and diversity

- 2.5.1 In undertaking the Budget-setting process the Authority's aim will always be to secure compliance with its responsibilities under the Equality Act 2010 and in particular the Public Sector Equality Duty under that Act.
- 2.5.2 To achieve this an Equality Impact Assessment (EIA) has been carried out on the Budget Engagement process. The aim is to remove or minimize any disadvantage for people wishing to take part in the engagement programme. Specific proposals on how services will seek to meet budgetary requirements will be subject to EIAs (Equality Impact Assessment), which will be informed by the findings of the Budget Engagement. A cumulative impact assessment of all of these is available to both Cabinet and full Council.

2.6 Risk management

- 2.6.1 Individual projects within the Financial Plan and Budget are subject to full risk reviews. For larger projects, individual project risk registers are / will be established as part of the Authority's agreed approach to project management. Risks will be entered into the appropriate operational, strategic, corporate or project risk registers and will be subject to ongoing management to reduce the likelihood and impact of each risk.

2.7 Crime and disorder

- 2.7.1 Projects within the Financial Plan and Budget will promote the reduction of crime and disorder within the Borough. Under the Crime and Disorder

Act 1998, local authorities have a statutory duty to work with partners on the reduction of crime and disorder.

2.8 Environment and sustainability

2.8.1 The 'Our North Tyneside' Plan states that "We will reduce the carbon footprint of our operations and will work with partners to reduce the Borough's carbon footprint". A number of the proposals will contribute to this including those to reduce the Authority's energy consumption. The environmental and sustainability aspects of individual proposals will be assessed in detail as and when agreed and implemented.

PART 3 – SIGN OFF

- Chief Executive X
- Directors of Service X
- Mayor/Cabinet Member(s) X
- Chief Finance Officer X
- Monitoring Officer X
- Assistant Chief Executive X

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Overview and Scrutiny Co-ordination & Finance Committee

15 January 2024

Budget Sub-group report

Author: Budget Study Sub-group

Wards: All

Purpose of Report

To inform Overview & Scrutiny Co-ordination & Finance Committee (OSCFC) of the work undertaken by the Budget Study Sub-group in scrutinising the 2024/25 Financial Planning and Budget Process: Cabinet's Initial Budget proposals, and to agree the recommendations to be referred to Cabinet at its meeting on 29 January 2024.

Recommendations

1. The OSCFC is recommended to refer the report of the Budget Study Sub-group to Cabinet for consideration as part of the 2024/25 budget setting process at its meeting on 29 January 2024.
2. That the Budget Study Sub-group be delegated to make any further recommendations and/or views on behalf of the OSCFC to Cabinet at its meetings on the 29 January 2024 and 5 February 2024.

Background

The Council's constitution places a duty on the OSCFC to examine and contribute to the formulation of the Cabinet's budget and strategic planning proposals.

Invitations were extended to all non-executive members of the Council to seek volunteers to serve on the Budget Study Sub-group, which would undertake the detailed work on Cabinet's proposals. The following Members served on the group:

Councillor Jim Montague (Chair)	Councillor John Johnsson
Councillor Liam Bones	Councillor John O'Shea
Councillor Cath Davis	Councillor Bruce Pickard
Councillor Judith Wallace	Councillor Willie Samuel
Councillor Louise Marshall	Councillor Andrew Spowart
Councillor Pam McIntyre	

The group met on the 28 November, 5, 11 and 19 December 2023 where Senior Officers presented information relating to Cabinet's Initial Budget proposals.

At its meeting on the 11 December 2023, further information was requested on a number of areas of the budget, including the implications of the Local Government Provisional Settlement. The Budget Study Sub-group is meeting again (15 January 2024) to consider this further and, therefore, it should be noted that the draft report may be amended by OSCFC (at today's meeting) before submission to Cabinet for consideration.

The OSCFC, along with members of the Budget Study Sub-group, is scheduled to reconvene and consider Cabinet's Final Budget Proposals for 2024/25 and Medium-Term Financial Plan (MTFP) at an extraordinary meeting on Tuesday 31 January 2024.

Refreshed Our North Tyneside Plan and Budget Engagement

The Our North Tyneside Plan 2021 – 2025 sets the vision and policy context that the MTFP, Project Briefs and Budget proposals will operate in and continues to drive the development of the budget. Within Cabinet's proposals were 13

Projects, which represent the key areas of significant focus. These were not exhaustive and will continue to evolve as work is still progressing in these and other areas over the medium term.

The aim of each Project is to present the issues and potential solutions identified, and frame options and choices on service delivery. The Budget Study Sub-group was given the opportunity for in-depth discussions around each project's detailed summaries with project leads and Directors.

As with the previous year, the plan maintains the five themes that reflect priorities aimed at creating a North Tyneside that is thriving, family-friendly, caring, secure and green. All five themes have a clear set of associated policy priorities.

This year's budget engagement is taking place from 29 November 2023 until 21 January 2024, and in line with engagement in previous years the Budget Engagement strategy for 2024/25 included a combination of activity, which involved face to face events with residents, publishing the proposals online via the Council's website and at front line locations, including the four Customer First Centres.

Feedback was provided by residents and others via a questionnaire accessed either on-line or a paper copy at these front-line locations. The Authority also holds a database of over 800 residents (Our North Tyneside Voice) who have signed up to receive information on any consultation opportunities, they were emailed directly about the consultation with a link to the survey at its start and also received several reminders.

This was supported by communications activity via an article in the November issue of Our North Tyneside magazine and subsequent articles in the digital Our North Tyneside e-bulletin, posters in key Council facilities, the media and social media to ensure that people knew how they could get involved. At the time of this meeting, the budget engagement is still on-going and the information included in this report is therefore only a point a time update (8 January 2024), with the final update to be included in the 29 January 2024 Cabinet report.

The aim of the budget engagement strategy was to reach different sectors of the population through an approach that included engagement with residents as a whole and customers/users of services as well as particular groups of people,

including those with protected characteristics. Information on the consultation was also sent to VODA for inclusion in their newsletter, as well as some voluntary and community sector group chief executives asking them to share it with their networks.

Along with the budget survey, there are two additional surveys running in parallel which are linked to two specific proposals in the budget (home to school transport and adult social care charges).

As at 8 January 2024:

- Budget engagement survey: 186 responses received
- Adult social care review of charges survey: 412 responses received
- Review of home to school transport policy and post-16 transport statement: 122 responses received

2024/25 Budget & 2024-28 Medium-Term Financial Plan

The MTFP for 2024 to 2028 was considered at the Cabinet meeting on 27 November 2023. In that report (Section 1.6) it was noted that there was a residual gap of £3.667m for 2024/25 based on the assumptions set out in that report, which reflected the information available at that time. Notably, the report was issued before both the Autumn Statement and the Local Government Finance Provisional Settlement.

In reaching this residual gap, it was noted that the robust approach to financial planning in North Tyneside had continued to serve its intended purpose. The report set out how the starting point for the 2023/24 budget was the MTFP agreed by Council in February 2023, which projected a £7.575m gap, and that, had no new pressures had occurred, the residual gap for 2024/25 would have reduced to £2.265m.

However, the group was informed that a number of significant pressures had emerged which were impacting on the 2023/24 in-year position, as well as increasing the budget required for 2024/25 and beyond. The net impact of these additional pressures, taking into account actions by Cabinet and senior officers to mitigate these pressures, was an additional pressure of £12.209m.

The report also updated the funding assumptions from Government and the impact of an increase in council tax in line with Government assumptions. Taken together, this resulted in a residual gap for 2024/25 of £3.667m.

Review of assumptions and Projects

The Budget Study Sub-group sessions included a detailed review of the updated assumptions used to reach the residual gap of £3.667m, along with sessions with each lead Director for the 13 Projects, considering a range of project documents provided (on a confidential basis) to provide further detail on Cabinet's proposals.

As part of this scrutiny, a range of additional information was requested from service areas, which was provided during December and early January.

Housing Revenue Account

Members were reminded that the Financial Planning for the Housing Revenue Account (HRA) would set a Budget and updated four-year MTFP, supported by the updated 30-year Business Plan.

The Authority follows the Government's social housing rent policy, under which rent increases are based on the Consumer Prices Index (CPI) rate, as of September, plus 1%. The CPI rate for September 2023 was 6.7% which led to a proposed rent increase for 2024/25 of 7.7%.

In line with previous years, the sub-group was informed that due to the cost-of-living crisis and the current high rates of inflation being experienced, additional support was being provided to tenants. For 2024/25, this included transitional support for existing tenants for service charges, which had risen due to inflationary pressures (notably around utility costs for communal areas).

2023-2028 Investment Plan Considerations

The 2023-2028 Investment Plan proposed approximately £320m over the next five years. New schemes presented to the Sub-group which were agreed to were:

- An upgrade of the Enterprise Resource Planning (ERP) system;
- Moving the Adult Loan Equipment Service to Killingworth depot;
- Improvements to enhance performance, energy and rental income for the Non-Operational buildings portfolio;
- Structural improvement works to Royal Quays Martina Barrage; and
- ICT Infrastructure upgrades.

Treasury Management

Treasury management continues to be underpinned by CIPFA guidance and codes of practice that ensure security of capital, the liquidity of investments and returns a yield.

The approach to be taken was the same that had been successful in previous years to maintain low-cost balances, invest longer and securely whilst taking advantage of very low borrowing rates from temporary borrowing markets.

Some members of the Sub-group suggested that, when opportunities arise, consideration be taken to ensure the principles of the investment/borrowing body are aligned to that of the Authority and its green agenda.

Conclusion

The Budget Study Sub-group agreed that the budget setting process was challenging, especially in light of the inflationary pressures and the level of unknown factors, including the timing of the Autumn Statement and the Provisional Settlement.

The Budget Study Sub-group concluded that the main issues of concern with the budget proposals were as follows, which are raised for Cabinet to consider:

- Home to School Transport: whilst the need for change was acknowledged, the Budget Study Sub-group raised questions about whether the numbers of pupils affected by the proposed changes would deliver the required savings. It was recommended that Cabinet consider how the impact of the consultation on this topic would be monitored to ensure that the budget could be delivered as planned.
- Highways funding: whilst the additional funding included in the Investment Plan (£2m per annum) to supplement the Government grant

was noted, there remained concerns about the condition of roads and pavements in the Borough in the context of the Authority's Highways Asset Management Plan (HAMP), so Cabinet were asked to consider future funding options.

- Rent rises: the Budget Study Sub-group noted that this could disproportionately affect those on Housing benefit, although officers highlighted the fact that a significant proportion of tenants receive housing benefit/universal credit support with their rent and that the £3m fund, established in the 2023/24 budget setting process, continues to support vulnerable tenants.
- Food Waste Collection funding: the Budget Study Sub-group noted the lack of firm figures from government, alongside the expectation of being fully funded, meant that any potential pressures could not accurately be gauged. This should continue to be an area of focus for Cabinet as additional information becomes available.
- Garden Waste collection: additional information on the assumptions used was requested. The Budget Study Sub-group noted the inherent uncertainty in forecasting take-up levels from residents and requested that in future years, information was provided to them in more granular detail to allow full scrutiny of the proposals. This level of detail should be provided for all Projects in future years.
- Future council tax support: it was noted that a year 3 proposal to remove the additional £1.520m council tax support was included. Whilst that proposal will be considered as part of the 2026/27 budget proposals, the Sub-group highlighted that the current budget process should not be taken as explicit agreement of this recommendation now.
- In view of the uncertainty of local government finance and the ongoing demands on children's services, that Cabinet be requested to consider introducing enhanced budget monitoring for 2024/25 to include in depth monitoring of the 13 Project Plans.

It was acknowledged that the current levels of risk and uncertainty, due in part to the delay in the Provisional Settlement, increases the difficulty for Local Government to plan effectively. However, the Sub-group noted that the outcome of the proposed 2024/25 Budget would be balanced and would be in line with the agreed Our North Tyneside Plan.

There was acknowledgement that the Budget Engagement Strategy should change each year in line with how the Authority’s differing communities can and wish to engage.

Presenting Officers

The following officers presented to the sub-group:

- Eleanor Binks – Director of Adult Social Care
- Wendy Burke – Director of Public Health
- Julie Firth – Director Children’s Services
- Jacqueline Laughton – Assistant Chief Executive
- Sam Dand – Director of Environment
- Mark Longstaff – Director of Commissioning and Asset Management
- Peter Mennell – Director of Housing and Property Services
- John Sparkes – Director of Regeneration and Economic Development
- Jon Ritchie – Director of Resources
- Haley Hudson – Head of Customer Experience and Public Service Reform
- David Mason – Head of Finance (Deputy S151 Officer)
- Paul Nelson – Head of Environmental Sustainability
- Darrell Campbell – Senior Finance Business Partner
- Jane Cross – Senior Finance Business Partner
- David Dunford – Senior Finance Business Partner
- Kirsty Parsons – Senior Manager – Strategy and Transformation
- Sue Graham – Health and Social Care Integration Manager

Member attendance

Councillor Jim Montague (Chair)	2
Councillor Liam Bones	5
Councillor Cath Davis	3
Councillor Judith Wallace	3
Councillor John Johnsson	1
Councillor John O’Shea	5
Councillor Bruce Pickard	5
Councillor Willie Samuel	4
Councillor Andrew Spowart	4

Councillor Louise Marshall	5
Councillor Pam McIntyre	1

Background Information

The following documents have been used in the compilation of this report and may be inspected at the offices of the author (please note the Project Briefs are confidential documents):

2024-2028 Financial Planning and Budget Process: Cabinet's Initial Budget proposals

Project Brief 1: Review of External Partnerships

Project Brief 2: Review of Buildings and Asset Management

Project Brief 3: Public Sector Reform

Project Brief 4: Inclusive Education / SEND

Project Brief 5: Ambition for Education

Project Brief 6: Review of Home to School Transport

Project Brief 7: Handling Children's Finance

Project Brief 8: Waste

Project Brief 9: Great Landlord and Specialist Housing

Project Brief 10: Health & Social Care

Project Brief 11: Financial Management

Project Brief 12 People and Workforce

Project Brief 13: Review of School's SLAs

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