

Scrutiny Report



Performance Scrutiny Committee – People

Part 1

Date: 19 January 2021

Subject 2021-22 Budget and Medium Term Financial Projections

Author Scrutiny Adviser

The following have been invited to attend for this item:

| Role / Areas of responsibility | Lead Officer |
|---------------------------------------|---|
| Budget Overview and Process | Meirion Rushworth, Head of Finance |
| Overall Budget for People Directorate | Chris Humphrey, Acting Director of Social Services |
| Service Specific Proposals: | |
| Adult and Community Services | Chris Humphrey, Acting Director of Social Services |
| Children and Family Services | Sally Jenkins, Head of Children and Young People Services |

Section A – Committee Guidance and Recommendations

1 Recommendations to the Committee

The Committee is asked to:

- (i) Consider the budget proposals relevant to the People Service Areas;
- (ii) Determine if it wishes to make recommendations or comments to the Cabinet on the Proposals within the People Service Areas;
- (iii) Determine if it wishes to make any comments on the budget process or the public engagement (to be forwarded to the Overview and Scrutiny Management Committee for consideration).

2 Context

- 2.1 In accordance with the constitution, the Cabinet is required to consult on the proposals before recommending an overall budget and required council tax to the Council for approval in February.

Scrutiny Committees must be consulted as part of this process. The timetable for the consultation on the budget is as follows:

| | |
|---|------------------------------------|
| Cabinet agrees budget proposals as a basis for consultation | 8 January 2021 |
| Consultation period | 8 January 2021 to 12 February 2021 |
| Cabinet considers feedback from consultation and agrees final budget proposals and recommends resulting overall budget and council tax required to full Council | 22 February 2021 |
| Council approves the 2021/22 overall budget and resulting council tax level required | 3 March 2021 |

Structure of Scrutiny of the Budget Proposals

2.2 Each Committee will meet to discuss the budget proposals in detail and formulate comments relating to their portfolio:

| Committee | Date | Role |
|--|-----------------|--|
| Performance Scrutiny Committee - Place and Corporate | 18 January 2021 | Savings proposals within the Place and Corporate Service Areas |
| Performance Scrutiny Committee - People | 19 January 2021 | Savings proposal within the People Service Areas |
| Overview and Scrutiny Management Committee | 29 January 2021 | <ul style="list-style-type: none"> • Coordination of comments from all Scrutiny Committees • Comments on the budget process • Comments on public engagement |

2.3 Recommendations from the Committee meetings on 18 and 19 January will be reported to the Overview and Scrutiny Management Committee (OSMC) at its meeting on 29 January 2021 to confirm the list of comments that will be submitted from Scrutiny to the Cabinet. The Chair of this Committee will be invited to attend the meeting of the OSMC where the Committee's recommendations are discussed.

2.4 The role of the Overview and Scrutiny is to coordinate the comments from Scrutiny to ensure that there are no overlaps in what is being recommended and ensure that scrutiny as a whole provides a cohesive and consistent response to Cabinet. It also has overall responsibility for comments on the budget process, and public engagement, which it will be focusing on at its meeting.

2.5 At its meeting on 8 January, the Cabinet agreed draft proposals for consultation. The full Cabinet Report and Appendices are available on the website ([Link](#)).

- Appendix 2 - New budget savings for consultation
- Appendix 3 - New budget savings implemented under delegated authority (Cabinet Member and Head of Service)
- Appendix 4 - Budget savings previously approved
- Appendix 5 - Budget savings for consultation – proposals
- Appendix 6 - Demand models for social care
- Appendix 7 - Fees & charges for consultation
- Appendix 8 - Financial resilience ‘snapshot’
- Appendix 9 - Medium term financial projections
- Appendix 10 - Projected earmarked reserves
- Appendix 11 - Corporate Risk Register Update – Quarter 2

Cabinet Proposals – Business Cases

- 2.6 A summary of the proposals for consultation are contained within **Appendix 2** and Detailed Business Cases for the Proposals relevant to the People Service Areas have been extracted and included as **Appendix 5** to this report for the Committee’s consideration.
(The numbering of these appendices has remained the same as the Cabinet report for ease of reference.)

Cabinet Member Decisions

- 2.7 **Appendix 3** of the Cabinet report contains the proposals delegated to Cabinet Member and Head of Service Decisions. The Cabinet Member Decisions will be subject to the usual democratic decision making process and all Member consultation. These proposals do not form part of the public consultation and as such are not attached to the Agenda for this meeting, but can be viewed via the link to the Cabinet report included in Section 2.5 above, for information.

The Head of Service decisions are operational and are taken under delegated authority by the relevant Head of Service.

Fees and Charges

- 2.8 **Appendix 7** of the Cabinet Report contains the proposed fees and charges for consultation and can be viewed via the link to the Cabinet Report included in **Section 2.5 above**.

3 Information Submitted to the Committee

- 3.1 The following attachments are included for the Committee’s consideration:

Appendix A – Cabinet Report 2020/21 Budget and Medium Term Financial Projections (MTFP)

Appendix 2 – Budget Savings Proposals - Summary table

Appendix 5 – Detailed Business Cases for Consultation

(Note – the numbering of attached Appendices has remained the same as the Cabinet Report for ease of reference)

4. Suggested Areas of Focus

4.1 Role of the Committee

The role of the Committee in considering the report is to:

- **Assess and make comment** on the proposals relevant to the People Service Areas in terms of:
 - How **reliable** the savings forecasts are;
 - How **achievable** the proposals are;
 - Have **risks** / impact on service users been appropriately mitigated;
 - Is there sufficient and consistent information within the Business cases to enable Cabinet to make an informed decision;
 - How does it fit into the **longer term strategic planning** and vision of the Council;
 - Has the **FEIA** been completed and used to develop the proposal;
 - The extent to which the **Wellbeing of Future Generations Act** has been considered.

- **Conclusions:**
 - Feedback the Committee’s assessments of the proposals and highlight what the Cabinet need to be mindful of when taking the decision on the proposals.
 - Feedback to Overview and Scrutiny Management Committee on the budget process and public engagement.

Suggested lines of Enquiry

- 4.2 Councillors have a fundamental democratic right to commission financial information and provide challenge to executives and officers about finances. Scrutiny councillors are not expected to be financial experts, but they have a key role in ensuring **accountability** and **value for money** are demonstrated to the public.
- 4.3 The following has been adapted from Section 3.1-3.4: Source: Grant Thornton – Local Government Financial Resilience Review 2012 (“Towards a tipping point?”) to provide examples of the questioning and lines of enquiry that the Committee may wish to consider:

| | |
|------------------------------------|---|
| Individual Proposals | <ul style="list-style-type: none"> • How reliable are the proposed savings? • Is there sufficient evidence within the business cases to have confidence that the proposals are achievable? • Is it clear how this proposal will be delivered and how the savings will be achieved? • Timing of the implementation – will this achieve a full year’s savings? Will anything delay implementation (such as the consultation process for any redundancies) |
| Links to Strategic Planning | <p>How does the proposal contribute to the achieving corporate priorities?</p> <p>How do these proposals fit into an overall budget strategy / what is the long term approach to budget at the Council?</p> |

| | |
|---|--|
| Assessing Impact | What is the anticipated impact of the budget proposal on: <ul style="list-style-type: none"> ○ Services ○ Performance (including performance indicators and standards) ○ Clients / services users |
| | If there is a risk identified, has this been appropriately mitigated? Is this clear within the business case, and is it achievable? |
| | How will we measure the success / impact of this proposal? |
| Fairness and Equalities Impact Assessments | Have these been completed? |
| | Have any impact identified within the FEIA been considered within the business case? |

Wellbeing of Future Generation (Wales) Act

4.4 The Committee's consideration of the Draft budget proposals should consider how services are maximising their contribution to the five ways of working. Below are examples of the types of questions to consider:

| 5 Ways of Working | Types of Questions to consider: |
|--|---|
| <p>Long-term</p> <p>The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.</p> | What consideration have you given to the long term trends that could affect your proposal or; how could your proposal impact these trends? |
| | How will the needs of your service users potentially change in the future? |
| <p>Prevention</p> <p>Prevent problems occurring or getting worse.</p> | What is the objective (or the desired outcome) of this proposal? |
| | How are you addressing these issues to prevent a future problem? |
| | How have the decisions, so far, come about? What alternatives were considered? |
| <p>Integration</p> <p>Considering how public bodies' wellbeing objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.</p> | Are there any other organisations providing similar / complementary services? |
| | Have you consulted with the health board, third sector, emergency services, businesses and anyone else you think might be impacted? |
| | What practical steps will you take to integrate your project with existing plans and strategies of other public organisations to help us all contribute fully to the seven national well-being goals? |
| <p>Collaboration</p> <p>Acting in collaboration with any other person (or different parts of the organisation itself).</p> | Who have you been working with? Why? Who have you collaborated with in finding out more about this problem and potential solutions? |

| | |
|---|---|
| | How are you co-working with other sectors? |
| | How are you using the knowledge / information / good practice of others to inform / influence the Council's work? |
| <p style="text-align: center;">Involvement</p> <p>The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.</p> | How have you involved the people who are being impacted by this decision? |
| | How have you taken into account the diverse communities in your decision making? |
| | How have you used different / alternative methods to reach people and involve them? |
| | How will you communicate the outcome of your decision? |

Section B – Supporting Information

5 Links to Council Policies and Priorities

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|-----------------------------------|--|---|--|--|
| Well-being Objectives | Promote economic growth and regeneration whilst protecting the environment | Improve skills, educational outcomes & employment opportunities | Enable people to be healthy, independent & resilient | Build cohesive & sustainable communities |
| Corporate Plan Commitments | Thriving City | Aspirational People | | Resilient Communities |
| Supporting Function | Modernised Council | | | |

6. Background Papers

- [The Essentials – Well-being of Future Generation \(Wales\) Act](#)
- [Corporate Plan 2017-22](#)

Report Completed: 19 January 2021