

Corporate Overview and Scrutiny Committee Agenda

Date: Thursday, 28th January, 2021

Time: 10.00 am

Venue: Virtual Meeting

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The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

It should be noted that Part 1 items of Cheshire East Council decision making and Overview and Scrutiny meetings are audio recorded and the recordings will be uploaded to the Council's website

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. **Apologies for Absence**
2. **Minutes of Previous meeting** (Pages 3 - 4)

To approve the minutes of the meeting held on 7 January 2021.

3. **Declarations of Interest**

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests in any item on the agenda.

For any apologies or requests for further information, or to give notice of a question to be asked by a member of the public

Contact: Joel Hammond-Gant

Tel: 01270 686468

E-Mail: joel.hammond-gant@cheshireeast.gov.uk

4. **Declaration of Party Whip**

To provide an opportunity for Members to declare the existence of a party whip in relation to any item on the agenda.

5. **Public Speaking Time/Open Session**

A total period of 15 minutes is allocated for members of the public to make a statement(s) on any matter that falls within the remit of the Committee. Individual members of the public may speak for up to 5 minutes, but the Chairman will decide how the period of time allocated for public speaking will be apportioned, where there are a number of speakers.

Members of the public wishing to make a statement are asked to provide notice in writing at least three working days in advance of the meeting.

6. **Medium Term Financial Strategy 2021-2025**

To scrutinise the final proposed Medium Term Strategy 2021-25, including the council's Corporate Plan, budget, policy proposals and capital programme, providing feedback and comments for Cabinet to consider on 2 February 2021.

Report to follow.

7. **Third Quarter Review (Finance) 2020/21**

To consider the council's finance and performance position at the third quarter point of the 2020/21 financial year, and provide any comments and feedback to Cabinet on 2 February 2021.

Report to follow.

8. **Forward Plan** (Pages 5 - 16)

To review the council's Forward Plan of key decisions.

9. **Work Programme** (Pages 17 - 24)

To review the committee's work programme.

Membership: Councillors Q Abel, C Bulman, J Clowes (Chairman), JP Findlow, R Fletcher, M Hunter, A Moran, B Murphy (Vice-Chairman), J Saunders, M Simon, R Vernon and L Wardlaw

CHESHIRE EAST COUNCIL

Minutes of a virtual meeting of the **Corporate Overview and Scrutiny Committee** held on Thursday, 7th January, 2021

PRESENT

Councillor J Clowes (Chairman)

Councillors Q Abel, C Bulman, JP Findlow, R Fletcher, M Hunter, A Moran, J Saunders, M Simon and L Wardlaw

PORTFOLIO HOLDERS IN ATTENDANCE

Councillor J Rhodes, Portfolio Holder for Public Health and Corporate Services

OFFICERS IN ATTENDANCE

David Brown, Director of Governance and Compliance

Jane Burns, Executive Director of Corporate Services

Diane Moulson, Senior Member Technology and Development Officer*

Alex Thompson, Director of Financial and Customer Services

* Attended for Minute No. 48 only

42 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors B Murphy and R Vernon.

43 MINUTES OF PREVIOUS MEETING**RESOLVED –**

That the minutes of the previous meeting held on 26 November 2020, be approved as a correct record and signed by the Chairman.

44 DECLARATIONS OF INTEREST

There were no declarations of interest.

45 DECLARATION OF PARTY WHIP

There were no declarations of a party whip.

46 PUBLIC SPEAKING TIME/OPEN SESSION

There were no members of the public present who wished to speak.

47 PRE-BUDGET CONSULTATION 2021/22

Consideration was given to the Medium Term Finance Strategy for 2021 to 2025 and a presentation on the Corporate Services budget proposals, with a view to providing feedback and comments to Cabinet prior to it taking a decision on it on 2 February 2021.

The committee asked questions and put comments in relation to;

- the financial figures given for the Adult Social Care precept, and that these be clarified and reported back to the committee;
- requesting that the detail of the memberships and subscriptions that had been proposed for the council to withdraw from, be circulated to the committee;
- concerns about the debt recovery savings proposals and the potential impacts this would have on residents and businesses that had struggled due to the Covid-19. (It was reported that the proposals would lead to greater efficiencies, collecting money upfront and having better debt recovery processes in place);
- concerns regarding the proposed staff savings and efficiencies and the impact this would have on the council's ability to deliver services, particularly legal support for enforcement activities; and
- the revenue implications of the proposed essential IT investment and procuring service systems.

It was reported that a pay inflation of 2.5% had been assumed within the budget consultation, however, following the announcement from the Chancellor of the Exchequer, national negotiations had begun. The committee noted that the potential pay freeze would not affect key workers or those affected by the minimum wage requirements

RESOLVED –

- 1 That Cabinet be asked to consider appointing permanent staff rather than agency staff, and that legal expertise be prioritised to support the council's enforcement activities.
- 2 That the comments raised by the committee be collated and passed on to Cabinet for consideration.
- 3 That the Director of Governance and Compliance report back to the committee on how enforcement matters were being addressed by the legal department.
- 4 That an item be added to the committee's work programme on the council's IT spend.

48 AMALGAMATION OF THE COUNCIL'S MEMBER FORUM AND PANELS

Prior to consideration by the Members Forum, the committee was requested to comment on a proposal to amalgamate the council's three informal Member panels; Brighter Futures Members Forum, the Member Technology and Development Panel and the Members Enquiries Service Panel.

The committee commented and recommended that;

- the amalgamation of the three panels be supported;
- in relation to the proposed workstreams, it was agreed that a sixth workstream of risk management be added;
- the minutes of the amalgamated panel be circulated to all members of the council; and
- the amalgamated panel be formalised by the Constitution Committee.

RESOLVED –

That the comments raised by the committee be passed on to the Members Forum for consideration.

49 FORWARD PLAN

The committee reviewed the council's Forward Plan of key decisions.

RESOLVED –

That the Forward Plan be noted.

50 WORK PROGRAMME

The committee reviewed its work programme.

RESOLVED –

- 1 That the work programme be noted.
- 2 That an item on the council's IT spend be added to the work programme.
- 3 That the item on Members Survey Results be removed from the work programme (due to having been previously considered by the Members Forum), and the results of the survey be circulated the committee for information.

The meeting commenced at 2.00 pm and concluded at 4.07 pm

Councillor J Clowes (Chairman)



FORWARD PLAN FOR THE PERIOD ENDING 30TH APRIL 2021

This Plan sets out the key decisions which the Executive expects to take over the period indicated above. The Plan is rolled forward every month. A key decision is defined in the Council's Constitution as:

"an executive decision which is likely –

- (a) to result in the local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising one or more wards or electoral divisions in the area of the local authority.

For the purpose of the above, savings or expenditure are "significant" if they are equal to or greater than £1M."

Reports relevant to key decisions, and any listed background documents, may be viewed at any of the Council's Offices/Information Centres 5 days before the decision is to be made. Copies of, or extracts from, these documents may be obtained on the payment of a reasonable fee from the following address:

Democratic Services Team
Cheshire East Council
c/o Westfields, Middlewich Road, Sandbach Cheshire CW11 1HZ
Telephone: 01270 686472

However, it is not possible to make available for viewing or to supply copies of reports or documents the publication of which is restricted due to confidentiality of the information contained.

A record of each key decision is published within 6 days of it having been made. This is open for public inspection on the Council's Website, at Council Information Centres and at Council Offices.

This Forward Plan also provides notice that the Cabinet, or a Portfolio Holder, may decide to take a decision in private, that is, with the public and press excluded from the meeting. In accordance with the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, 28 clear days' notice must be given of any decision to be taken in private by the Cabinet or a Portfolio Holder, with provision for the public to make representations as to why the decision should be taken in public. In such cases, Members of the Council and the public may make representations in writing to the Democratic Services Team Manager using the contact details below. A further notice of intention to hold the meeting in private must then be published 5 clear days before the

meeting, setting out any representations received about why the meeting should be held in public, together with a response from the Leader and the Cabinet.

The list of decisions in this Forward Plan indicates whether a decision is to be taken in private, with the reason category for the decision being taken in private being drawn from the list overleaf:

1. Information relating to an individual
2. Information which is likely to reveal the identity of an individual
3. Information relating to the financial or business affairs of any particular person (including to authority holding that information)
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority
5. Information in respect of which a claim to legal and professional privilege could be maintained in legal proceedings
6. Information which reveals that the authority proposes (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

If you would like to make representations about any decision to be conducted in private at a meeting, please email:

Paul Mountford, Executive Democratic Services Officer
paul.mountford@cheshireeast.gov.uk

Such representations must be received at least 10 clear working days before the date of the Cabinet or Portfolio Holder meeting concerned.

Where it has not been possible to meet the 28 clear day rule for publication of notice of a key decision or intention to meet in private, the relevant notices will be published as soon as possible in accordance with the requirements of the Constitution.

The law and the Council's Constitution provide for urgent key decisions to be made. Any decision made in this way will be published in the same way.

Forward Plan

Key Decision and Private Non-Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 19/20-42 Congleton Leisure Centre Redevelopment Project	<p>Conditional upon an amendment being made through planning to the internal layout of the facility, the Portfolio Holder for Communities is being asked to:</p> <p>1 approve the issue of the Notice to Proceed and entry into the construction contract with Rock Merchanting Limited (T/A Pulse Design & Build); and</p> <p>2 approve the temporary complete closure of the Leisure Centre in order to accelerate the construction.</p>	Portfolio Holder for Communities	Not before 22nd Dec 2020		Paul Bayley	Fully exempt - para 3

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-11 Procurement of Facilities Management Service and the Council's Energy Supply	To approve the re-procurement of facilities management services, to include maintenance, statutory compliance and energy supply management and to authorise officers to take all necessary actions to implement the proposal.	Cabinet	12 Jan 2021		Denise Griffiths	N/A
CE 20/21-18 Vision for Children and Young People in Cheshire East	For Cabinet to endorse and adopt the Vision for Children and Young People in Cheshire East.	Cabinet	12 Jan 2021		Lauren Conway	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-7 Covid-19 - Update on Response and Recovery	<p>To receive an update report on the Council's response to Covid-19 and the Recovery Plan.</p> <p>To note the financial effects of Covid-19 on the Council, as regards additional expenditure and loss of income, and to consider the potential options for managing residual financial implications within the Council's Medium-Term Financial Strategy.</p> <p>An update report will be presented to each successive Cabinet meeting up to and including 4th May 2021.</p>	Cabinet	2 Feb 2021		Jane Burns, Executive Director of Corporate Services	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-8 Carbon Action Plan Key Decisions	To authorise Officers to take all necessary actions relating to land allocation and procurements for initial projects contributing to sustainable energy generation and green sequestration.	Cabinet	2 Feb 2021		Ralph Kemp, Corporate Manager for Commissioning	N/A
CE 20/21-16 Third Quarter Review (Finance) 2020/21	To note and comment on the three quarter year finance and performance position, and to approve any supplementary estimates and virements.	Cabinet	2 Feb 2021			N/A
CE 20/21-19 Procurement of Occupational Health Contract	Decision to procure a contract for the provision of Occupational Health Services for the Council, Schools and ASDVs. Following the necessary procurement process, that the Executive Director of Corporate Services be authorised to award the contract to the successful bidder.	Cabinet	2 Feb 2021		Craig Hughes	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-20 Orbitas Bereavement Services Contract Extension	Contract extension to Orbitas Bereavement Services to allow completion of contact review work paused due to Orbitas role as a key frontline provider as part of the Council.	Cabinet	2 Feb 2021		Ralph Kemp, Corporate Manager for Commissioning	Fully exempt - paras 3 and 5
CE 20/21-21 Policy on the Pre-purchase of Graves at Cheshire East Cemeteries	To approve a new policy with regard to advance purchase of graves in Council-managed cemeteries.	Cabinet	2 Feb 2021		Ralph Kemp, Corporate Manager for Commissioning	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-25 Day Opportunities Strategy and Redesign	Agree and authorise officers to take all necessary actions to implement the proposal for the development of a co-produced opportunities strategy and redesign of the Council's current day opportunities services offer across Cheshire East.	Cabinet	2 Feb 2021			N/A
CE 19/20-50 Medium Term Financial Strategy 2021-25	To approve the Medium Term Financial Strategy 2021-25 incorporating the Council's priorities, budget, policy proposals and capital programme. The report will include the capital, treasury management, investment and reserves strategies.	Council	17 Feb 2021	Corporate Overview and Scrutiny Committee – 1 February 2021 Cabinet – 2 February 2021		N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-24 Local Development Scheme 2020-2022	That the draft updated Local Development Scheme ("LDS") for the period up to 2022 be approved and published.	Portfolio Holder for Planning	February 2021		Jeremy Owens	N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-3 Flowerpot Junction Improvement Scheme	To approve procurement of works to improve Flowerpot Junction, utilising the NPIF allocation from DfT and local funding contributions from s106 contributions and council match funding. Authorise the preparation and making of a CPO relating to land required for the junction improvements where this cannot be acquired through negotiation, and delegate authority to the Director of Infrastructure and Highways, in consultation with the Portfolio Holder for Strategic Transport to finalise the scheme details and enter into an agreement with the Council's appointed Highways Term Services to deliver the scheme.	Cabinet	9 Mar 2021			N/A

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-22 Housing Repairs and Adaptations for Vulnerable People Financial Assistance Policy	To approve the Housing Repairs and Adaptations for Vulnerable People Financial Assistance Policy 2021-2026, and to authorise Officers to take all necessary actions to implement the proposal.	Cabinet	9 Mar 2021		Karen Whitehead	N/A
CE 20/21-23 ASDV Review	To approve the recommendations within the report and authorise Officers to take all necessary actions to implement them.	Cabinet	9 Mar 2021		Richard Hibbert	Fully exempt - paras 3 and 4

Key Decision	Decisions to be Taken	Decision Maker	Expected Date of Decision	Proposed Consultation	How to make representation to the decision made	Private/ Confidential and paragraph number
CE 20/21-26 Site Allocations and Development Policies Document (SADPD) Submission	To approve the submission of the Site Allocations and Development Policies Document to the Secretary of State for independent examination by an appointed Planning Inspector.	Cabinet	13 Apr 2021		Jeremy Owens	N/A
CE 18/19-60 The Minerals and Waste Development Plan	To seek approval to consult on the first draft of the Minerals and Waste Development Plan.	Cabinet	4 May 2021		David Malcolm	N/A



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Corporate Overview and Scrutiny Committee

Date of Meeting: 28 January 2021

Report Title: Work Programme

Senior Officer: Jane Burns, Executive Director of Corporate Services

1. Report Summary

- 1.1. To review items in the work programme listed in the schedule attached, together with any other items suggested by committee members.

2. Recommendation

- 2.1. That the work programme be reviewed and amended as required.

3. Reason for Recommendation

- 3.1. It is good practice to regularly review the work programme and update it as required.

4. Background

- 4.1. The committee has responsibility for updating and approving its own work programme. Scrutiny liaison meetings – held between the Chairman and Vice-Chairman of the committee, alongside the portfolio holders and key senior officers – ensure that there is continued awareness and discussion of upcoming policies, strategies and decisions within the committee's remit area.

5. Determining Which Items Should be Added to the Work Programme

- 5.1. When selecting potential topics, members should have regard to the Council's three year plan and to the criteria listed below, which should be considered to determine whether scrutiny activity is appropriate.
- 5.2. The following questions should be considered by the committee when determining whether to add new work programme items, or delete existing items:

- Does the issue fall within a corporate priority?
- Is the issue of key interest to the public?
- Does the matter relate to a poor or declining performing service for which there is no obvious explanation?
- Is there a pattern of budgetary overspends or underspends?
- Is it a matter raised by external audit management letters and or audit reports?
- Is there a high level of dissatisfaction with the service?

5.3. The committee should not add any items to its work programme (and should delete any existing items) that fall under any one of the following:

- The topic is already being addressed elsewhere by another body (i.e. this committee would be duplicating work)
- The matter is sub-judice
- Scrutiny would not add value to the matter
- The committee is unlikely to be able to conclude an investigation within a specified or required timescale

6. Implications of the Recommendations

6.1. Legal Implications

6.1.1. There are no direct legal implications.

6.2. Finance Implications

6.2.1. There are no direct financial implications.

6.3. Policy Implications

6.3.1. There are no direct policy implications.

6.4. Equality Implications

6.4.1. There are no direct equalities implications.

6.5. Human Resources Implications

6.5.1. There are no direct human resources implications.

6.6. Risk Management Implications

6.6.1. There are no direct risk management implications..

6.7. Rural Communities Implications

6.7.1. There are no direct implications for rural communities.

6.8. Implications for Children & Young People/Cared for Children

6.8.1. There are no direct implications for children and young people.

6.9. Public Health Implications

6.9.1. There are no direct implications for public health.

6.10. Climate Change Implications

6.10.1. There are no direct implications for the environment and climate change.

7. Ward Members Affected

7.1. All members are potentially affected.

8. Access to Information

8.1. The background papers can be inspected by contacting the report author.

9. Contact Information

9.1. Any questions relating to this report should be directed to the following officer:

Name: Joel Hammond-Gant

Job Title: Scrutiny Officer

Email: joel.hammond-gant@cheshireeast.go.uk

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28.01.21	08.02.21	08.04.21
10.00am	2.00pm	2.00pm
Virtual meeting	Virtual meeting	Virtual meeting

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Medium Term Financial Strategy 2021-25	<p>To consider the proposed Medium Term Financial Strategy 2021-25 prior to Cabinet (2nd February) and full Council (17th February).</p> <p>This item includes:</p> <ul style="list-style-type: none">• 2021/22 Budget• MTFS 2021-25• Cheshire East Corporate Plan• Capital Strategy• Treasury Management Strategy• Investment Strategy• Reserves Strategy <p>The committee has an opportunity to provide feedback and comments on the above to Cabinet.</p>	Director of Finance and Customer Services	Finance, IT and Communications	Committee	Budget scrutiny Pre-decision scrutiny	<p>Cheshire East has a strong and resilient economy</p> <p>A responsible effective and efficient organisation</p>	28.01.21

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Third Quarter Review (Finance) 2020/21	To consider the Third Quarter (2020/21) Review from Finance, prior to Cabinet (2 February) and full Council (17 February).	Director of Finance and Customer Services	Finance, IT and Communications	Committee	Monitoring of financial performance	Cheshire East has a strong and resilient economy A responsible effective and efficient organisation	28.01.21
Update from the ASDV Shareholder Committee	To consider the update.	Deputy Chief Executive & Executive Director of Place	Deputy Leader	Chairman	To monitor activity and progress in relation to ASDVs	A responsible effective and efficient organisation	08.02.21
ASDV Review	To consider the ASDV Review report (Part 2 – exempted), prior to it being present to Cabinet for a decision to be made.	Deputy Chief Executive & Executive Director of Place	Deputy Leader	Deputy Chief Executive & Executive Director of Place	Pre-decision scrutiny	A responsible effective and efficient organisation	08.02.21
Review of the Council's Management and Governance Structure	To consider an update on the council's management and governance structure.	Executive Director of Corporate Services	Public Health and Corporate Services	Committee	To contribute to matters of strategy, finance and governance, in respect of the committee system.	A responsible, effective and efficient organisation	TBD – April (after the meeting of Constitution Committee on 25.03.21)

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Review of the Council's ICT Infrastructure Spend	Following a request made on 7 January 2021, to consider a report on the specifics of the council's ICT spend, and whether cost-per-person value for money has been achieved.	Head of ICT and Chief Information Officer	Finance, IT and Communications	Committee	Performance monitoring	A responsible, effective and efficient organisation	08.04.21
Update on ORACLE (Best4Business) from the Joint Scrutiny Working Group	To receive an update on the Best4Business Programme from the Joint Scrutiny Working Group. <i>The next meeting is scheduled for mid-February 2021, therefore the update will be provided at the 8 April 2021 meeting.</i>	Executive Director of Place and Deputy Chief Executive	Finance, IT and Communications	Portfolio Holder	Monitor the development and progress of the project	Cheshire East has a strong and resilient economy	08.04.21
Corporate Performance Scorecard – Quarter 3 (2020/21)	To consider the performance data relating to Corporate Services from Quarter 3 of 2020/21.	Executive Director of Corporate Services	Public Health and Corporate Services Finance, IT and Communications	Committee	Performance monitoring	Cheshire East has a strong and resilient economy A responsible effective and efficient organisation	08.04.21
Corporate Peer Challenge	To receive an update on progress of the Corporate Peer Challenge that took place in January 2020 and link this item with the item above on the Councils Political Management Structure.	Executive Director of Corporate Services	Public Health and Corporate Services	Chairman	Pre-Cabinet report consideration	A responsible effective and efficient organisation	08.04.21 (moved back from Jan 21)
Task and Finish Group – Members' Facilities, Accommodation and Culture	To consider the final report of the task and finish group for approval.		Finance, IT and Communications	Committee	Adoption of scrutiny report	A responsible, effective and efficient organisation	08.04.21

<u>Item</u>	<u>Purpose</u>	<u>Lead Officer</u>	<u>Portfolios</u>	<u>Suggested by</u>	<u>Scrutiny role</u>	<u>Corporate priorities</u>	<u>Date</u>
Procurement Framework	To consider a report on the council's procurement framework and processes; how it has worked, what difficulties have been encountered, and what areas have progressed well.	Director of Finance and Customer Services	Finance, IT and Communications	Chairman	Performance monitoring	A responsible, effective and efficient organisation Cheshire East has a strong and resilient economy	TBD – possible part of Member training for the new committee system
Briefing on Consultation Processes	To consider the consultation process undertaken by the council for the budget-setting process, and other consultations, and investigate whether any improvements could be made to ensure it is as user friendly and engaging as possible, to encourage as many members of the public and stakeholders to respond.	Director of Finance and Customer Services	Finance, IT and Communications	Chairman	Strategy review/development	A responsible, effective and efficient organisation	TBD – possible part of Member training for the new committee system