

# Cabinet

**16 January 2017**

**Present:** N Redfearn (Elected Mayor) (in the Chair)  
Councillors EN Darke, R Glindon, JLL Harrison, CB Pickard  
and JJ Stirling

**In Attendance:** K Archer (Young Mayor)  
D Bavaird (Business Sector)  
A Caldwell (Age UK North Tyneside)  
R Layton (North Tyneside JTUC)

## **CAB109/01/17 Apologies**

Apologies were received from Councillors CA Burdis, IR Grayson, M Hall, A Waggott-Fairley and Chief Superintendent Stavers (Northumbria Police).

## **CAB110/01/17 Declarations of Interest and Dispensations**

There were no declarations of interest or dispensations reported.

## **CAB111/01/17 Minutes**

**Resolved** that the Minutes of the meeting held on 12 December 2016 be confirmed and signed by the Chair.

## **CAB112/01/17 Report of the Young Mayor**

The Young Mayor reported on the following activities in which he, Young Cabinet Members and/or Youth Councillors had been involved:

- The Youth Councillors had wrapped gifts for people who attended the Make Christmas Special event on Christmas Day. They had also donated their own gifts for young people in need which were delivered to De Pauls Young People's Homeless project in Whitley Bay.
- The Young Mayor and Young Cabinet Members presented a cheque for £213 to Walking With Refugee project, along with donated tinned items that Youth Councillors had collected.
- Youth Councillors had attended a meeting at the end of December where they gave their views and contributed to the North Tyneside Council's Budget Consultation.
- The Ready for Work and Life Group had worked very closely with North Tyneside Credit Union and recorded a video in support of the First Savers Scheme. The group intended to promote what was already happening in some primary schools and extend the savings scheme to more primary schools and high schools. The group had also sent letters out to schools pointing out the importance of good money management. This contributed to the Curriculum for Life agenda ensuring children and young people learn important life lessons.
- The Young Mayor had attended the Love Your Street meeting and heard about the ideas for community involvement.
- The Children in Care Council had held their Christmas corporate parenting event which had been attended by the Senior Leadership Team and Councillors, and shared what they had done over the year.

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- The Young Mayor explained that his time in office would soon be coming to an end and the elections were now open. The elections were also open for the next Member of the UK Youth Parliament
- It had been agreed that the formation of the next Young Cabinet should include a lead on environment. Public transport had been voted as the top issue for young people in North Tyneside and it was agreed to work with other youth councils in the region on a campaign.

The Elected Mayor thanked the Young Mayor for the report, and praised him and the Youth Councillors for getting involved in some important projects.

### **CAB113/01/17 2016/17 Financial Management Report to 30 November 2016 (All Wards)**

Cabinet considered a report which outlined the Authority's financial position as at 30 November 2016 and sought Cabinet's approval to revisions to the Authority's Investment Plan.

The report included forecast outturn positions for 2016/17 for the General Fund, the Housing Revenue Account (HRA), Schools' Finance and the Investment Plan, including a summary of projects to be delivered during 2016/17.

The forecast overall pressure for the General Fund Revenue had reduced, to £3.817m (from £4.744m reported in September's report). The main areas of spending pressures remained as reported previously to Cabinet and had arose from demand in Adult and Children's Social Care Services, the impact of the Living Wage on our care providers (and the price for services the Authority then had to pay) and the delivery of some aspects of the Creating a Brighter Future Programme. All services continued to develop and deliver actions to mitigate these financial pressures and expected the out-turn forecast to improve. In addition, non essential spend continued to be minimised along with on going reviews of demand led projections in order to reduce the over-commitment. Careful consideration was being given to the impact of these spend pressures as part of the financial planning for 2017-20.

The HRA was forecast to have year-end balances at 31 March 2017 of £4.627m, which was £1.711m higher than budget. The higher than forecast balances were as a result of higher opening balances due to the impact of previous years' financial performance (£0.787m). The forecast in-year was an estimated under spend of £0.924m.

The report included an update in respect of work in progress with regard to school funding.

The Investment Plan for 2016/19 had been adjusted for reprogramming, as detailed in Annex 1 to the report, and was £205.339m. Reprogramming of £3.779m were proposed in the report. The report also set out delivery progress to date and planned delivery for 2016/17.

Cabinet considered the following decision options: either to agree the recommendations as set out in Section 1.2 of the report, or alternatively to disagree with the proposals.

**Resolved** that (1) the budget monitoring position, as at 30 November 2016, be noted; (2) the receipt of the new revenue grants, be approved; (3) the level of spend on the Investment Plan, as at 30 November 2016, be noted; and (4) the reprogramming of £3.779m within the 2016/19 Investment Plan, be approved.

(Reason for decision - It is important that Cabinet continues to monitor performance against the budget, especially given the current level of financial pressures faced by the public sector.)

**CAB114/01/17 2017-2020 Financial Planning and Budget Process: Cabinet's Final Budget Proposal for the 2017/18 Housing Revenue Account Business Plan and Budget (All Wards)**

Cabinet considered a report on the final budget proposals for the 2017/18 Housing Revenue Account (HRA) and associated Business Plan, the 2017-2020 HRA Investment Plan and the HRA Treasury Management Strategy and Annual Investment Strategy for 2017/18.

At its meeting on 12 September 2016, Cabinet approved the process and timetable to be adopted for the preparation of the 2017/18 revenue budgets in respect of the General Fund, Dedicated Schools Grant (DSG) and Housing Revenue Account and the 2017-2020 Investment Plan, as part of the overall Financial Planning and Budget process for 2017-2020. Cabinet also approved the Budget Engagement Strategy at that meeting (Minute CAB47/09/16).

On 28 November 2016, Cabinet considered its initial Budget proposals, based on information available at that point in time (Minute CAB96/11/16). Cabinet was now formally asked to approve the housing rent, garage rent and service charge changes, along with the housing element of the 2017-2020 Investment Plan.

The key headlines for the HRA budget for 2017/18 were:

- Continue implementation of Government policy to reduce rent by 1% for 2017/18 (2nd of 4 years) as enacted in the Welfare Reform and Work Act 2016 for all housing stock including PFI;
- Freeze service charges for 2017/18 (except where new services were being introduced or re-procured to reflect actual costs);
- A review of charges for guest rooms and commercial space (e.g. hairdresser facilities) within sheltered schemes;
- Increase garage rent by 2% for 2017/18; and
- Sustain working HRA balances at £2.5m or more.

The HRA Capital Investment Plan – assumptions were:

- Overall Housing Investment Plan spend of £72.983m over the next 3 years;
- Spend for 2017/18 of £26.049m including £6.446m for the continuation of a new build / conversion / acquisition council house programme. Some of this funding (£2.487m) was projected reprogramming from 2016/17; and
- Total current estimated spend allocated for new build over 30 years totalling £82.569m (including client fees).

The Authority had continued to develop its 30-year plan to ensure the long-term viability of the HRA and as such a long-term view of the HRA financial position is taken each year. For the purposes of the current Financial Planning and Budget process, a three-year revenue plan had been developed in line with the approach adopted for the General Fund. Cabinet was advised that the second and third year projections were only indicative at this stage.

Both the Welfare Reform & Work Act 2016 and the Housing & Planning Act 2016 were passed into law in 2016 but much of the legislation had yet to be enacted. Both would be the subject of Government Regulations which would put implementation measures into force, some of which would again have to pass through Parliament for ratification. A briefing note which informed Cabinet of the latest position in relation to the implementation of various parts of the legislation was included in Annex A to the report.

The major announcements in the Chancellor's Autumn Statement were the scrapping of the need for a compulsory Pay to Stay scheme for Local Authorities, a consultation on the future funding of Supported Accommodation from 2019, and an extended regional pilot of the RTB scheme for Housing Associations, along with the news that Local Authorities would not be required to pay any "levy" under the forced sale of Council Housing (High Value Assets) policy during 2017/18 to pay for a roll-out of the Right to Buy scheme. Cabinet would receive further updates on any future development of these policies, and their potential impact for the HRA.

Since April 2016 the Local Authority had consulted and engaged with tenants and leaseholders across a range of housing services. This included surveys to find out what they think of their homes and neighbourhood, the impact of Welfare Reform and the priorities for the budget moving forward.

Specific consultation had included an Involvement and Budget session held in the summer where tenants were consulted on future priorities; Focus Groups on Repairs, the review of the Lettings Policy and Tenancy Agreement. Tenants on the Neighbourhood Service Development Group had monitored the rent performance and had been consulted on the implications to the HRA and the emerging impact of the Housing and Planning Act along with the Welfare and Work Act.

Housing information was now included in a borough-wide Council magazine 'Our North Tyneside' Information about North Tyneside Living accommodation for elderly people, new build accommodation, crime and anti-social behaviour, financial budgeting and tenancy fraud had all been included.

Priorities and challenges for the year ahead were discussed with tenants in general at the annual summer tenant event and in more detail with the Housing Overview Panel on a quarterly basis. The Panel was made up of representatives from each of the 6 Service Development Groups. Topics for discussion included proposals for new build properties, developments arising out of the welfare reform changes, budget priorities for next year and performance management of rent arrears.

The key issues arising from the consultation on Housing so far, included:

- Support for the refurbishment and rebuilding programme of North Tyneside Living Accommodation for older tenants in the borough;
- The future focus for Kier North Tyneside in improving the repair service to tenants by getting repairs done right first time and monitoring this moving forward;
- Continued investment in maintaining their homes to the decent homes standard;
- The growth of the victim and witness support group of volunteers;
- A continued focus on reducing void turn-around;
- The awareness of pressures on housing and advice services arising from proposed Government changes;
- Concern at the cumulative impact of Welfare Reform on tenants of working age especially those in low paid or temporary work;
- Concern raised around the content of the Housing and Planning Bill and Welfare Reform and Work Bill along with the implications for the service moving forward;

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- The need to change the way we deal with low level anti-social behaviour after tenant and Councillor led review; and
- The development of a sustainable tenancy programme to support vulnerable tenants and prolong tenancies.

Section 76 (2) of the Local Government and Housing Act 1989 required each authority to produce a Housing Revenue Account Budget in the January and February that immediately preceded the financial year to which it would relate. In relation to the Housing Revenue Account (HRA) Revenue Budget, there was a legal requirement to give all tenants at least four weeks notice of any rent changes. By agreeing to set the rent decrease and the HRA Budget at this meeting, Cabinet was ensuring that there would be time to comply with the above notice period, and to allow time for the production and delivery of the appropriate notifications as well as all relevant system testing and changes to be made.

The Elected Mayor thanked Members and Officers involved in drawing up the proposals, and praised them for the improvements which had been made.

Cabinet considered the following decision options: either to approve the recommendations as detailed at section 1.2 of the report, or alternatively not approve the recommendations and suggest that further or alternative options be considered by the Senior Leadership Team.

**Resolved** that (1) the recommendations of the Overview, Scrutiny and Policy Development Committee's consideration of Cabinet's initial Budget proposals for the 2017/18 Housing Revenue Account (HRA) Business Plan and Budget agreed by Cabinet on the 28 November 2016 and any impact the recommendations may have on these proposals, be noted;

(2) the final proposals in relation to the 2017/18 Housing Revenue Account Budget and associated Business Plan, be approved and the Housing Revenue Account Statement to Cabinet by the Chief Finance Officer, be noted;

(3) individual council rents be reduced by 1% in line with the Government's policy for social rent as laid out in the Welfare Reform and Work Act 2016;

(4) existing service charges for 2017/18 be frozen, except for charges in relation to furniture packs, which will need to be reviewed as part of the current re-procurement to ensure that costs are adequately recovered by the charges set;

(5) garage rents be increased by 2%;

(6) Government's proposal that the 1% rent reduction is applied across all tenancies equally including supported housing, except for very specific exemptions, be noted. This was essentially the decision Cabinet had already applied last year as the rent reduction was applied to tenants in the new North Tyneside Living PFI properties;

(7) the continuation of the policy agreed by Cabinet as part of the 2014-15 Financial Planning and Budget Process to protect existing North Tyneside Living tenants from excessive rent increases due to the works undertaken within the Private Finance Initiative (PFI) schemes by applying protection to their rent accounts which reduces the amount of the newly calculated rent that they have to pay, be approved;

(8) a review of the charges for guest rooms and commercial areas within the North Tyneside Living schemes as the project nears completion to ensure costs are adequately covered where possible and practicable, be approved;

(9) the assessment in relation to the current year's Budget monitoring information (2016/17), and indications of financial plans for 2017/18, 2018/19 and 2019/20 for the Housing Revenue Account, be noted;

(10) the HRA Investment Plan 2017-2020, be approved;

- (11) 2017/18 signals the end of the 5-year transitional arrangements for the use of a “proxy” rather the calculation of a “true” Depreciation charge, and that 2017/18 will be the first year where a true charge will be required, be noted;
- (12) the Prudential Indicators which are specific to the Housing Revenue Account as set out in Appendix E to Annex 1 of the report, be approved;
- (13) the Draft Corporate Treasury Management Statement and Annual Investment Strategy for 2017/18 (Appendix B to Annex 1 of the report) which sets out the general principles followed by both the HRA and General Fund in relation to the Authority’s management of investments, cash flows, banking, money market and capital transactions, be noted and in relation to the HRA, the continued policy of paying off existing debt where affordable and appropriate for the plan, which will see an estimated £134.399m reduction in loans attributed to the HRA from the start of self-financing to the end of this 30 year plan, be particularly noted.

(Reason for decision - In order to maintain the integrity of the self-financing HRA Business Plan, the Cabinet needs to maximise the resources available to the HRA, but also needs to be mindful of the impact upon tenants and overall affordability. Hence, Cabinet has been advised to continue to implement the new Government proposals for social rent policy which have now been legislated upon. The full implications of all the proposals contained within recent legislation are still unknown, some will change or be discarded, and others will emerge within subsequent regulations. The Authority is facing significant challenges in generating the future income required to maintain and develop its existing stock, and indeed to develop new stock. Approving this option based on current available information should place the Authority in the best position to meet those challenges and continue to meet the aspirations of Members and our tenants.)

### **CAB115/01/17 North of Tyne Fisheries Local Action Group (All Wards)**

Cabinet received a report outlining the progress of the successful North of Tyne Fisheries Local Action Group bid.

Fisheries areas across the EU were facing significant challenges. The continuous decline in income and employment in the fishing sector had underlined the need for innovative responses that were both sustainable and inclusive.

Community-Led Local Development (CLLD) was a tool that enables local fisheries communities to address these challenges at a grass-roots level using the knowledge of local stakeholders to tackle local issues.

The budget available was €6.4m which represents over 9% of the total the European Maritime and Fisheries Fund (EMFF) Budget available in England. To focus the benefits of this approach, Fisheries Local Action Group (FLAG) Local Development Strategies would be delivered over a maximum of 3 years.

The Authority had made a joint bid with Northumberland County Council, on behalf of the North of Tyne Fisheries Local Action Group, which covered the north of Tyne stretch of coastline from the North Shields Fish Quay up to Berwick. Stage 1 approval was given by the Marine Management Organisation (MMO) in spring 2016 and we were invited to submit a Stage 2 bid, which focused on the production of a Local Development Strategy. Stage 2 approval was awarded by the MMO on 1 November 2016

Stage 2 and the selection of the Local Development Strategies looked at key areas these were:

- The extent to which the local area would be affected by the reformed Common Fisheries Policy (CFP) and how an Local Development Strategy (LDS) would mitigate these issues;
- How sustainable economic growth could be developed and enhanced at the local level;
- Ways in which the EMFF funding could be used to leverage other investment into the area; and
- The capacity and capability of the group to deliver the LDS.

The North of Tyne FLAG had been given an allocation of £0.800m of funding based on our strategy. The budget covers three years. Northumberland County Council was the accountable body and would administer the fund.

Individuals or groups from the fishing or aquaculture sector and their supply chains could bid into the available EMFF / North of Tyne FLAG fund and a Programme Officer employed by Northumberland County Council and through the fund would lead on ensuring these bids were suitable and maximise improvements to the areas fishing communities.

Building on the Stage 1 application, the overall goal of the Strategy was to foster a vibrant fishing industry and fishing communities whilst promoting environmentally sustainable, socially responsible and smart sustainable growth within fisheries and aquaculture in the North of the Tyne area.

This translated into four objectives which were:

- Engaging with the fishing industry and communities to produce projects that supported the sustainable development of fishing and aquaculture;
- Bringing together a partnership of public, private, voluntary and community sector representatives to support the delivery of the Strategy – delivering a community-led local development approach in the context of fishing and aquaculture;
- Ensuring the economic viability of fishermen's livelihoods, supporting the diversification of local economies dependent on fisheries and aquaculture into other sectors of the marine economy, and driving sustainable economic growth; and
- Fostering implementation of the reformed Common Fisheries Policy.

This enabled the identification of the following four priorities:

- Development of small scale infrastructure at ports and harbours;
- Marketing, branding and processing;
- Training, retention, recruitment, diversification and CFP reform; and
- Collaborative and applied research between fishermen and scientists.

The Authority's coastal fishing sector could benefit from the available £0.600m worth of funding across the whole FLAG area, with no financial contribution from the Authority and minimal officer time. The total funding available for the North of Tyne FLAG area was £0.8m with £0.2m of this allocated to administration costs and £0.6m available to fishing communities throughout the area.

The Elected Mayor clarified that it would not be appropriate to use this funding for Tyne Brand.

Cabinet considered the following decision options:

Option 1: Note the success of North of Tyne Fisheries Local Action Group EMFF bid to the European Maritime and Fisheries Fund and the potential benefit the award from the Fund will provide to the North Shields and Cullercoats fishing communities.

Option 2: Request Officers to investigate other options in relation to fishing communities in North Shields and Cullercoats.

**Resolved** that the success of North of Tyne Fisheries Local Action Group EMFF bid to the European Maritime and Fisheries Fund and the potential benefit the award from the Fund will provide to the North Shields and Cullercoats fishing communities, be noted.

(Reason for decision - The fishing sector communities in North Tyneside could benefit significantly from the Fund through the provision the economic development opportunities.)

### **CAB116/01/17 Employment and Skills: Ready for Work and Life (All Wards)**

Cabinet considered a report outlining the strategic approach and the actions to be taken to make sure the people of North Tyneside are ready for work and life.

Cabinet had last considered the Authority's approach to employment and skills in 2013 and much good work had been done.

Since then, the Mayor and Cabinet had refreshed the Our North Tyneside Plan and introduced a focus on people being ready for work and life. There had been a General Election and the EU Referendum. The Sainsbury review reported and, in July this year, the Government published its Post-16 Skills Plan.

While skills shortages and unemployment continued to be challenges for some of our businesses and parts of the Borough, particularly as they relate to deprivation, much progress had been made particularly with our young people who leave school with very clear ideas of their next steps and how they fit with the labour market. Working in partnership with schools, our Connexions Service delivers top performance in ensuring each young person had a destination and that only the absolute minimum of our young people spend any time not in education, employment or training.

The report provided the strategic context in relation to the global economy, the European economy, the national economy, the regional economy and the North Tyneside economy.

The proposed approach in North Tyneside was:

- Delivery of a universal offer for young people; which means making sure North Tyneside's young people are ready for work and life with a particular focus upon those young people with lifelong learning difficulties and disabilities to progress into full employment;
- Delivery of a targeted offer for young people and adults; which means making sure young people at risk of not being ready for work and life, in particular those with lifelong learning difficulties and disabilities, are the focus of our work with schools and targeted and personalised work with adults of working age who cannot access work and need to learn new skills;



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- Delivery of a universal offer for employers; which means making sure North Tyneside is a great place to live, work and visit and runs across the full gamut of health, education, homes, transport and culture;
- Delivery of a targeted offer for employers; which means working with specific companies to support inward investment and growth but also specific work with businesses who want to be engaged in working with those furthest away from work;
- Trying to be an exemplar employer; which means North Tyneside Council and its main commercial partners targeting their employment policies and practice at those areas of greatest priorities; and
- Influencing the local, regional and national picture; which means using our local intelligence and priorities to influence and connect work within and beyond North Tyneside.

The report highlighted the assets available to deliver this approach and the risks that would be required to be managed.

Based on the policy context and the evidence the report outlined a suggested set of priorities for action to support the delivery of the Our North Tyneside Plan and the Ready for Work and Life element of the Creating a Brighter Future Programme. Some of these priorities would be practical delivery actions while others would help develop the Authority's policy position with its employers. These priorities would develop with partners into an appropriate action plan and progress reported to Cabinet on a regular basis as part of the performance management of the North Tyneside Plan.

Cabinet considered the following decision options:

Option 1: Approve the recommendation as set out in Section 1.2 of the report.

Option 2: Not approve the recommendation as set out in Section 1.2 of the report and request further work.

**Resolved** that the approach and the priorities for action set out in the report to support the delivery of the Ready for Work and Life element of the Creating a Brighter Future Programme, be approved.

(Reason for decision - It reflects the wider policy context and the evidence as currently understood in North Tyneside.)

### **CAB117/01/17 Cabinet response to Scrutiny Report on Support for Attention Deficit Hyperactivity Disorder in North Tyneside (All Wards)**

Cabinet considered a report seeking approval to the proposed response to the recommendations of the Attention Deficit Hyperactive Disorder (ADHD) Sub-Group in relation to its study into the provision of support for ADHD in North Tyneside.

On 16 February 2015, the Children, Education and Skills Sub-committee considered a report produced by the Authority's Disability and Additional Needs Service which provided an update on ADHD, detailed the recommendations of the clinical guidelines produced by the National Institute for Health and Clinical Excellence (NICE) and provided some local context and information with regards to provision in North Tyneside. The sub-committee agreed to establish a Sub-Group in the 2015/16 Municipal Year to examine the support provided for children with ADHD and their families.

The focus of the study was to be the support provided for children with Attention Deficit Hyperactivity Disorder and their families with the objective of scrutinising current services

available for those diagnosed with ADHD, across both social care and health, and to make recommendations on how the current provision could be improved.

The Sub-Group met on a number of occasions to receive information and discuss their findings and also met with officers from the local authority. To gain an understanding of the services available in the borough the Sub-Group also met with parents, teachers, Special Educational Needs Co-ordinators and health professionals.

The Overview, Scrutiny and Policy Development Committee received the report on 7 November 2016 and approved the recommendations for submission to Cabinet for consideration.

The Elected Mayor thanked the Sub-Group for the report and welcomed any improvements to support services for children with ADHD and their families.

The following decision options were available for consideration by Cabinet:

Option 1: Accept the recommendation as set out in Section 1.2 of the report.

Option 2: Reject the recommendation as set out in Section 1.2 of the report, and provide an alternative response to the Overview, Scrutiny and Policy Development Committee at the meeting.

**Resolved** that the proposed responses to the recommendations from the ADHD Sub-Group, as shown in Appendix 1 of report, be approved.

(Reason for decision - In order to improve and develop support for families of children with ADHD.)

### **CAB118/01/17 Cabinet response to Overview, Scrutiny and Policy Development Committee Sub-Group report on Bereavement Services (All Wards)**

Cabinet considered a report seeking approval to the proposed response to the recommendations of the Overview, Scrutiny and Policy Development Committee Sub-Group in relation to its study of Bereavement Services.

On 6 June 2016, Overview, Scrutiny and Policy Development Committee agreed its work programme for the year ahead. The Committee was reminded that the topic of a review on the Bereavement Services had been raised for potential review the previous year, which related to information and guidance available to the bereaved.

It was agreed that the establishment of a Bereavement Services Sub-Group to carry out a short review, would be the most appropriate means of undertaking this piece of work.

The Sub-Group agreed the following objectives:

- To have an understanding of the extent of advice customers receive and to ensure that procedures were implemented consistently.
- To investigate the facilities and customer and personal space available within the building used by the service.
- Identify where any improvements could be made to the services delivered to customers.

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The Sub-Group met on two occasions and also carried out a visit to Preston Cemetery and Crematorium to see the facilities, which included the customer front door services, the back office accommodation and the working environment.

The Sub-Group concluded their review on 7 November 2016 and presented a report and recommendations to Cabinet on 14 November 2016.

The Elected Mayor and the Cabinet Member for Environment thanked the Sub-Group for the report and recommendations.

The following decision options were available for consideration by Cabinet:

Option 1: Accept the recommendation as set out in Section 1.2 of the report.

Option 2: Reject the recommendation as set out in Section 1.2 of the report.

**Resolved** that the proposed responses to the recommendations from the Overview, Scrutiny and Policy Development Committee Sub-Group, in relation to its study into Bereavement Services, as shown in Appendix 1 of the report, be approved.

(Reason for decision - In order to improve the Bereavement Services offer.)

### **CAB119/01/17 Date and Time of Next Meetings**

6.00pm on Wednesday 25 January 2017 (Extraordinary Meeting)

6.00pm on Monday 13 February 2017 (Ordinary Meeting)

### **Minutes published on 19 January 2017.**

**The decisions contained within these Minutes may be implemented (unless called in by 3 Non-Executive Members for consideration by the Overview, Scrutiny and Policy Development Committee) immediately following the expiry of the call-in period; i.e. 5.00pm on 26 January 2017.**