



**CORPORATE RESOURCES & GOVERNANCE
SCRUTINY & IMPROVEMENT COMMITTEE
WEDNESDAY, 8 MARCH 2023 AT 10.00 AM
CIVIC CENTRE, RIDLEY STREET, REDCAR, TS10 1TD**

CONTACT

David Boville

01642 444617

Tuesday, 28 February 2023

CIRCULATION

Councillors C Massey (Chair), S Jeffrey (Vice-Chair), C Brady, J Craig, G Cutler, D Dowson, M Head, A Hixon, S Moody, I Nightingale, V Rider, Sandra Smith, P Thomson, A Turner and A Watts

Councillors M Lanigan and G Nightingale (Cabinet Members - for information)

All Members of the Council (for information)

Managing Director (Head of Paid Service)

The Press [except for Confidential item(s)]

A G E N D A

	<u>Pages</u>
1. Apologies for Absence.	
2. To confirm the Minutes of the meetings held on 25 January and 20 February 2023.	2 - 8
3. Declarations of Interest.	
4. Relevant Cabinet Reports.	
Would Members please refer to their copy of the Cabinet Workbook for the meeting (these papers will follow).	
5. Quarter 3 Performance Report.	9 - 28
6. Motion Tracker.	29 - 31
7. Action List	32 - 33
8. Any items the Chair certifies as urgent.	

Wednesday, 25 January 2023

CORPORATE RESOURCES & GOVERNANCE SCRUTINY & IMPROVEMENT COMMITTEE

A meeting of the Corporate Resources & Governance Scrutiny & Improvement Committee was held on Wednesday, 25 January 2023 at the Civic Centre, Ridley Street, Redcar, TS10 1TD.

PRESENT Councillor C Massey (Chair)
Councillors S Jeffrey (Vice-Chair), C Brady,
J Craig, G Cutler, M Head, A Hixon, I Nightingale,
V Rider, Sandra Smith, P Thomson, A Turner
and A Watts.

OFFICIALS J Sampson, S Newton, P Winstanley, M Lyth,
C Styles, A Pearson and D Boville.

IN ATTENDANCE Councillor B Hunt and G Nightingale.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors D Dowson and S Moody.

22 **TO CONFIRM THE MINUTES OF THE MEETING HELD ON 14
DECEMBER 2022.**

RESOLVED that the Minutes of the Corporate Resources & Governance Scrutiny and Improvement Committee held on 14 December 2022 be confirmed and signed by the Chair as a correct record.

23 **LOCAL GOVERNMENT & SOCIAL CARE OMBUDSMAN DECISION**

The Managing Director presented a report setting out details of the findings within a public interest report published by the Local Government and Social Care Ombudsman (LGO) following an investigation into the Council's handling of a difficult case regarding the provision of respite care for a disabled child, which was due to be considered by Cabinet on 31 January 2023.

Members requested to be informed when the new respite centre for children with disabilities at St. Williams Church in Dormanstown received its registration:-**NOTED**

Wednesday, 25 January 2023

24 **CORPORATE PEER CHALLENGE PROGRESS REVIEW**

The Managing Director presented a report setting out the progress made by the Council in delivering the action plan arising from the Corporate Peer Challenge which took place in November 2021, which was due to be considered by Cabinet on 31 January 2023.

As part of the ensuing discussion, the following points were made:

- An update on how the IT department is progressing post cyber-attack would be presented to a future meeting.
- It was felt that there should be more Member involvement in the setting of the capital investment programme. This would be more important as difficult decisions would need to be made on programme delivery due to increased budget pressures.
- When setting future budgets, it may be useful for Members to be briefed on what the guiding principles of the capital programme were.
- The Capital Programme was regularly reviewed in terms of how inflation may impact programme delivery and what could be done to address this.
- What projects the Council was able to deliver was determined to a large extent by the qualifying requirements for external funding sources. Not all of the projects being funded would necessarily have been a high priority had the Council not needed to bid for funding.
- The Council needed to be clear in its communications the types of funding that the Council was able to bid for and the restrictions on what it could be spent on. The differences between the capital and revenue budgets were not always clear to residents who were concerned that the Council were funding new assets in the Borough instead of undertaking more frequent maintenance works.
- Although it varied by project, the Council was often able to capitalise the cost of officer time in delivering capital projects.
- The Committee thanked the former Head of Policy & Performance, who had recently retired, for their hard work and contributions to the Council: **-NOTED**

25 **LOCAL FUNDING FORMULA FOR SCHOOLS 2023/24**

The Managing Director presented a report outlining the funding allocations to be received by the Council in its role as a local education authority for 2023/24 and set out the local funding formula to be used to distribute school block allocations to schools and academies, which was due to be considered by Cabinet on 31 January 2023.

Wednesday, 25 January 2023

As part of the ensuing discussion, the following points were made:

- Schools did not receive enough funding for them to be run effectively. While per-pupil funding had increased, this had not been in line with inflation and did not take into account the need for teachers to be paid appropriately for their work.
- Funding for the high needs block had increased but not enough to keep pace with the increased demand from SEND children.
- Funding was allocated based on the number of pupils on-roll at a school. Should the numbers of children in school fall, as is anticipated, there would be an impact on the amount of funding available:-**NOTED**

26 **CORPORATE PLAN IMPLEMENTATION PLAN QUARTER 3 2022/23
PROGRESS REPORT**

The Managing Director presented a report setting out the progress made in delivering the actions set out within the Corporate Plan Implementation Plan, which was due to be considered by Cabinet on 31 January 2023.

Members requested further information on the following subjects:

- The progress of the community mental health hub at East Cleveland Hospital.
- The status of the funding for the Place Marketing Initiative.
- What additional resources had been allocated for the improvement of Public Rights of Way:-**NOTED**

27 **MOTION TRACKER.**

The Governance Manager presented an update on the Motions that had been passed at the last meeting of the Borough Council:-**NOTED**

28 **ACTION LIST**

The Governance Manager presented an update on the actions arising from the last meeting of the Corporate Resources & Governance Scrutiny & Improvement Committee

Members were advised that a special meeting of the Corporate Resources & Governance Scrutiny & Improvement Committee would be organised prior to the Special Cabinet and Borough Council meetings scheduled for 23 February 2023 to consider the budget setting reports:-**NOTED**

Monday, 20 February 2023

SPECIAL CORPORATE RESOURCES & GOVERNANCE SCRUTINY & IMPROVEMENT COMMITTEE

A special meeting of the Corporate Resources & Governance Scrutiny & Improvement Committee was held on Monday, 20 February 2023 at the Civic Centre, Ridley Street, Redcar, TS10 1TD.

PRESENT Councillor C Massey (Chair)
Councillors S Jeffrey (Vice-Chair), J Craig,
G Cutler, M Head, V Rider, Sandra Smith,
P Thomson, A Turner and A Watts.

OFFICIALS J Sampson, S Newton, P Winstanley, C Styles,
A Pearson and D Boville.

IN ATTENDANCE Councillor B Hunt, M Lanigan and G Nightingale.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors C Brady,
D Dowson, A Hixon, S Moody and I Nightingale.

29 **FEES AND CHARGES 2023/24**

The Managing Director presented a report setting out the Cabinet's proposals for fees and charges for the 2023/24 financial year, which was due to be considered by Special Cabinet on 23 February 2023.

As part of the ensuing discussion, the following points were made:

- The Council had comparatively low fees and charges when compared to its statistical neighbours.
- Members historically had not been given enough information to form an opinion on the suitability of fees and charges.
- There appeared to be little logic in having different car parking fees for Cat Nab and Saltburn Pier.
- Council decisions on car parking, such as charging for overnight parking for motor homes, appeared to take a long time to be implemented.
- Car parking charges would now be looked at as a part of the Borough's overall car parking strategy. It was therefore important for Members to be aware of and involved in the development of the car parking strategy.
- The Council had undertaken a lot of work in assessing charges in relation to business plans and income targets, however given the

Monday, 20 February 2023

overwhelmingly negative consultation feedback, increasing charges in line with inflation was now proposed instead.

- Differing approaches should have been taken in introducing new charges and assessing the levels of existing fees and charges. Members had been presented with an 'all or nothing' approach which meant that some appropriate changes to charges had been rejected to avoid the introduction of new charges elsewhere.
- The reduction in proposed income from fees and charges would be met through the use of reserves this year, however this would be a year-on-year budget hit. A breakdown of the lost income would be circulated to Members.
- It was not thought that any additional expenditure on parking ticket machines had been undertaken specifically in relation to the anticipated introduction of new car parking charges:-**NOTED**

30 BUDGET PROPOSALS 2023/24

The Managing Director presented a report setting out the Cabinet's budget proposals for the 2023/24 financial year along with an indicative medium term financial plan through to 2027/28, which was due to be considered by Special Cabinet and Special Borough Council on 23 February 2023.

As part of the ensuing discussion, the following points were made:

- It was not fair to increase council tax during a cost-of-living crisis.
- The Council needed to do more to collect money owed by those who could afford to pay.
- The Council's statutory services were not funded adequately by central Government.
- The council tax support scheme was being strengthened to aid the Borough's most vulnerable residents.
- Eston swimming baths was being funded through borrowing.
- Each Directorate had developed an extensive savings programme which would be monitored through the Cabinet's quarterly financial performance reports.
- The latest intelligence from the Bank of England on the rate of inflation had been used when setting the budget. Interest rates for borrowing varied depending on the life of the loan, but advice had been taken from the Council's treasury management advisors.
- Potential business rate income from Teesworks and Wilton had been taken into account where those assumptions could be made with a high level of certainty.
- Members requested detail of capital investment in recycling initiatives.
- Eston lost out on the levelling up bid, but also money earmarked

Monday, 20 February 2023

for the regeneration of Eston Square had been removed from the budget.

- Members requested information on which areas of the Council currently worked in partnership with other local authorities in order to reduce costs, and what areas could potentially work in partnership in future: **-NOTED**

Resources Scrutiny Committee

ATTENDANCE RECORD - 2022/23

Surname	First name	15.06.2 2	27.07.2 2	21.09.2 2	02.11.2 2	14.12.2 2	25.01.2 3	20.02.2 3	dd.mm. yy	dd.mm. yy	Total Meetings Attended / total possible
Massey	Chris	✓	✓	✓	Apols2	✓	✓	✓			
Jeffrey	Sue	✓	✓	✓	✓	✓	✓	✓			
Brown	Alec	Apols	RA1	X	X	Apols	n/a	n/a	n/a	n/a	
Dowson	Deborah	✓	✓	Apols	✓	✓	Apols	Apols			
Head	Malcom	✓	✓	Apols1	Apols3	✓	✓	✓			
Nightingale	Irene	✓	✓	Apols3	✓	✓	✓	Apols			
Hixon	Andrew	✓	✓	Apols3	Apols2	Apols3	✓	Apols			
Turner	Andrea	X	Apols	n/a	n/a	n/a	✓	✓			
Thomson	Phillip	✓	✓	✓	✓	✓	✓	✓			
Wells	Billy	✓	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
Smith	Sandra	✓	Apols1	✓	✓	✓	✓	✓			
Cutler	Graham	Apols 1	✓	✓	✓	Apols3	✓	✓			
Rider	Vera	✓	✓	✓	✓	✓	✓	✓			
Watts	Anne	✓	✓	✓	✓	Apols	✓	✓			
Craig	Julie	✓	Apols2	Apols1	✓	Apols2	✓	✓			
Moody	Shaun	n/a	n/a	X	✓	✓	Apols	Apols			
Brady	Charlie	n/a	RA	✓	✓	RA	✓	Apols			
Substitutes											
Brook	Adam		✓								
Cook	Carrie		✓								
Ayre	Billy					✓					

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Key	
✓	Attended
RA	Apologies Submitted (replacement attended)
Apols	Apologies Submitted (no replacement)
X	Did Not Attend (no apologies received)
C	Cancelled Meeting
n/a	Not a Member

Reason for Absence (NB Full details may not be provided for reasons of confidentiality)	
1	Personal Commitment
2	Work Commitment
3	Illness/Medical
4	Conflicting Council Commitment
5	Other
6	Civic Duties

RESOURCES DIRECTORATE PERFORMANCE UPDATE



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CORPORATE RESOURCES AND GOVERNANCE SCRUTINY – MARCH 2023

Agenda Item 5

What will we cover

Corporate Plan/ Peer Challenge Update

Directorate Overview / Discussion

Financial Services

Governance Services

What we will
cover:

DELIVERY OF CORPORATE PLAN & PEER CHALLENGE ACTIONS



Corporate Plan – Actions due to be delivered by quarter 3



OUR VISION
Redcar & Cleveland Borough will be zero carbon, safer and more prosperous and attractive. People will live longer, more fulfilling and independent lives and will have access to the means of support when they need it.

OUR VALUES

TO KEEP COMMUNITIES CENTRAL TO WHAT WE DO	TO BE CARING AND RESPECTFUL	TO BE BOLD, AMBITIOUS AND ASPIRATIONAL	TO PROMOTE EQUALITY OF OPPORTUNITY	TO ALWAYS AIM TO GET THE JOB DONE TO THE BEST OF OUR ABILITY, WITHIN AVAILABLE RESOURCES
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Priority – Investing for the Long Term

No Resources actions were due for delivery in quarter 3, the following actions are due in quarter 4:

1. Agree and implement a phased programme of proposals for the use of council buildings.
2. Appoint and train a new cohort of apprentices.
3. Use the influence Redcar & Cleveland Council has through regional networks (Tees Valley and North East / ANEC) to lobby MPs, Ministers, Government to complement our own direct lobbying.

Corporate Peer Challenge Actions due in quarter 3



North East and

Action	Status	
<p>Develop and implement a culture change programme</p>	<p>The development of a strategic leadership programme continues with external trainers Eliesha, who are working to co-design the course content for the programme.</p> <p>Initial work has been done with Executive Directors, the outcome of which was largely around dedicating additional time to working as a single team to resolve shared issues and challenges.</p> <p>The next steps with this work is for Eilesha and the Executive Management Team (EMT) to co-develop a wider Leadership Development programme for EMT, Assistant Directors and Elected Members. Owing to the current in-year financial position this work is slightly paused, and will start in April 2023.</p>	<p>—</p>



RESOURCES DIRECTORATE

RESOURCES – Q3 MANAGEMENT INFORMATION



Sickness absence

5.69 FTE
Target 7.25



Appraisals

91%
Target 95%



Health and Safety

0 Accidents
Target 0



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Service Requests

4 of 7 service requests answered on time (5 working days)

Complaint

4 of 5 Corporate Complaints answered on time (20 days)

MP Request

6 of 9 MP requests were answered On time. (10) working days

Member enquires

224 of 248 member enquires responded to within 5 working days (4 of the 6 relating to Resources answered in five days)

What we know about the data

Customer Services – The three service requests, three MP enquiries and one corporate complaint which were not answered within the council’s agreed timeframes related to revenues and benefits issues.

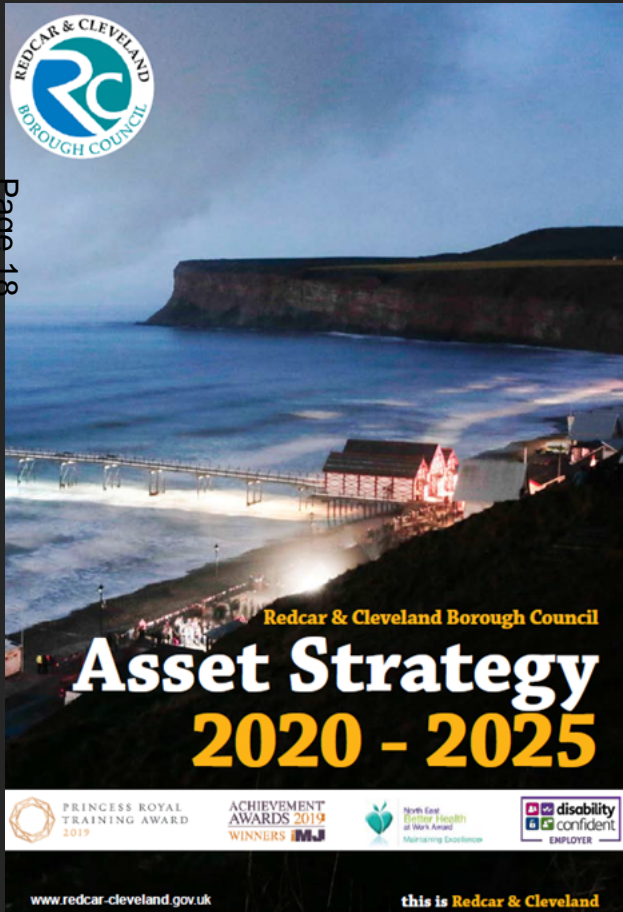
Appraisals – the areas with the highest completion rate for appraisals were Corporate Business Support, Commercial and Legal and Accountancy. The lower rates were within IT and Property Services

FINANCIAL SERVICES OVERVIEW



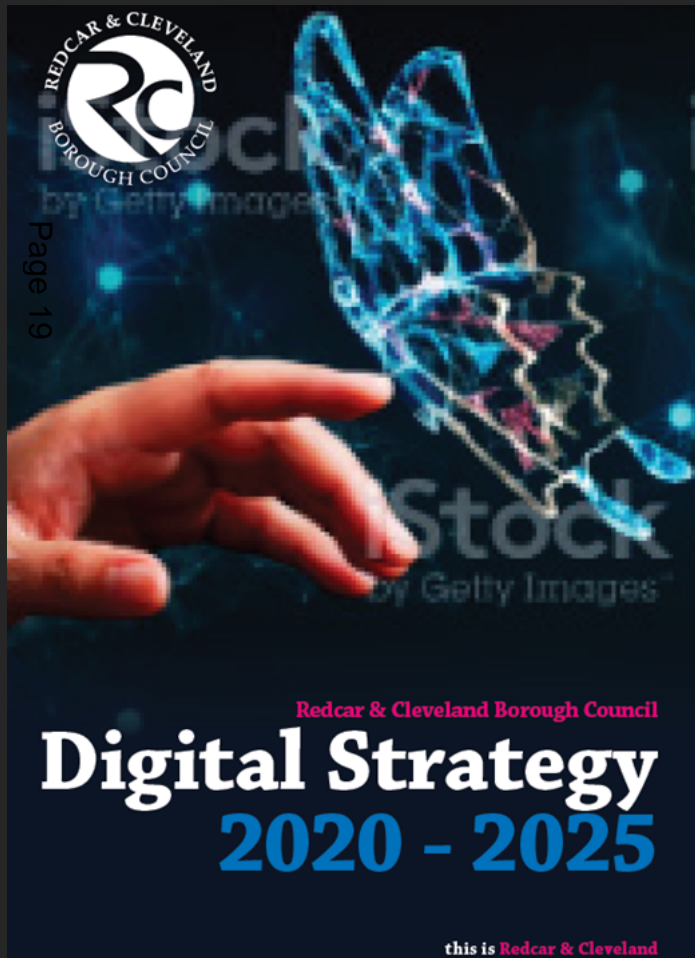
Delivery of agreed strategy

- Corporate Plan commitment is to agree and implement a phased programme of building rationalisation in quarter 4.
- The Belmont House decision is a significant milestone with respect to office accommodation.
- The budget agreed by Borough Council on 23rd February included a commitment to review and consult upon the council's Family Hub and Library offer. The outcome of this work will potentially inform the next phase of the implementation of the Asset Strategy, linked to the Corporate Plan action.



Delivery of agreed strategy

- Work has progressed well with the new electronic committee management system which will streamline and digitalise processes within Democratic Services. The system is due to go live from the beginning of March, with training sessions for members and staff to be delivered thereafter.
- Delivering on commitment to digitalise the council's communications offer – the council's corporate Facebook account audience growing, similarly with Instagram and LinkedIn. These accounts are complemented by the accounts for Place Marketing and Enjoy each of which have a following across different social media platforms.



Current Issues/ Updates

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- Budget challenge cuts across Financial Services. Quarter 3 position worsening from quarter 2, this is largely owing to increased demand and pressure on Children and Families budgets.
- Work is beginning on the development of the next iteration of the Corporate Plan ahead of planned approval early summer. In anticipation of the political imperative set out by the next administration officers are beginning to discussing potential areas and opportunities for strategic focus.
- Equality Diversity and Inclusion – refreshed Equality Policy inclusive of action plan to be presented to Cabinet for approval o 18th April. This is a product of self-assessment linked to Equality Framework for Local Government.

SERVICE PERFORMANCE MEASURES

Measure	Previous value	Current Performance	Target (Rag)	Target type	Direction of travel
Business Centre occupancy - (Dec 2022)	83.86%	83.66%	80.00%	Annual	↘
Percentage of Business Rates Collected (In year) – year to date (Jan23)	67%	91.11%	88%	Cumulative	↑
Percentage of Council Tax Collected (In year) - year to date (Jan 23)	61%	86.44%	86%	Cumulative	↑
Council Website - Bounce Rate when accessing a page (Q3)	36%	41%	40%	Monthly	↑
Number of social media followers – Facebook	21,000	21,620	Increase	Monthly	↗
Percentage of calls handled by the IT Service Desk	95.70%	94.60%	90%	Monthly	↓
Percentage of new IT jobs opened and completed in month	98.6%	97.08%	90%	Annual	↓
The average number of days for processing a Housing Benefits Claims – Jan 2023	9.45	8.75	25	Annual	↑
The average time to answer a revenue and benefits telephone call (in seconds) - Jan 2023	147	53	60	Annual	↑

What we know about the data

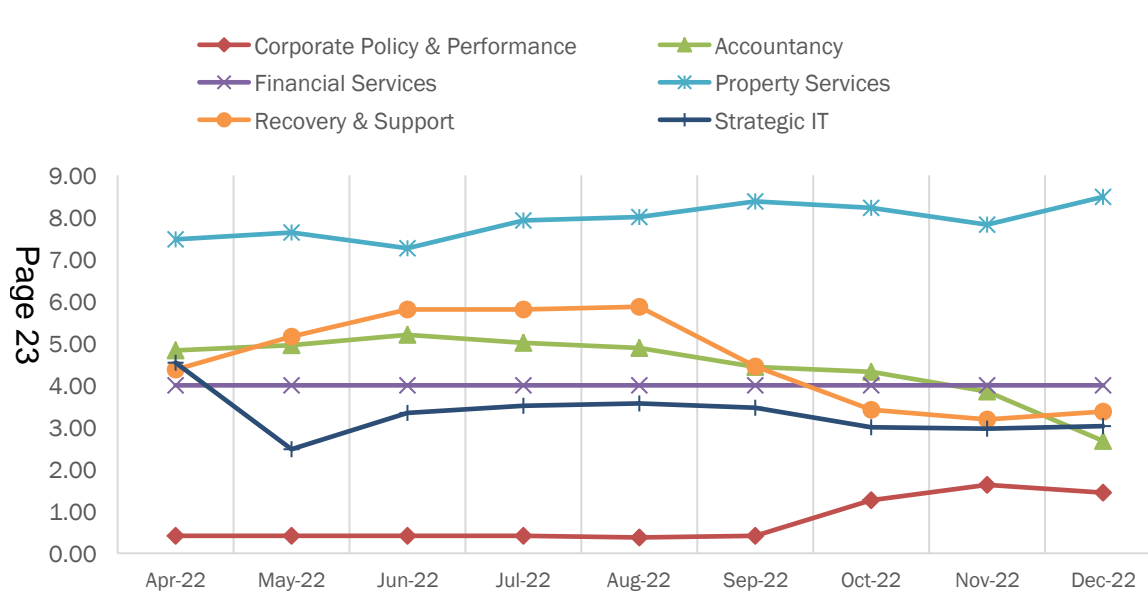
The average time to answer a revenues and benefits call –
There has been a significant improvement with this measure of performance with an improvement of ~90 seconds since the last report.

With 90% of callers who completed a survey after their call satisfied with the service the position is much improved.

PERFORMANCE MEASURES – MANAGEMENT INFORMATION

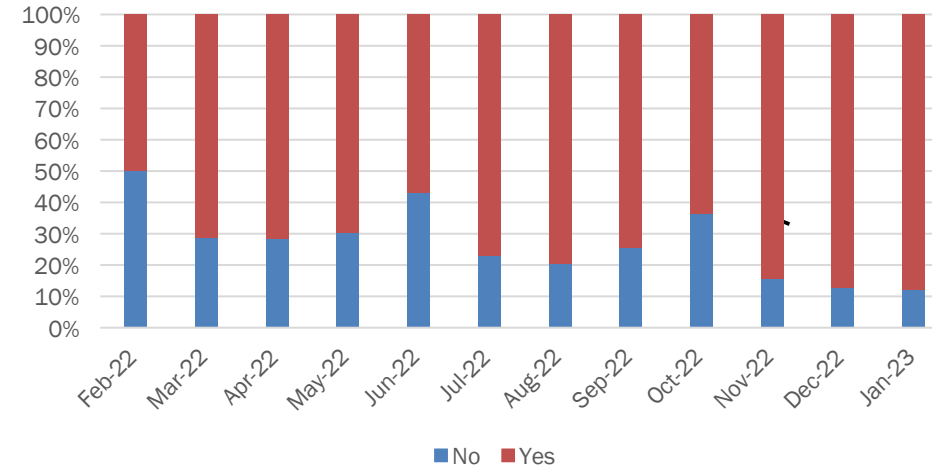


FINANCIAL SERVICES



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Financial Services



Section	Appraisal in last 12 months	
	Y	N
Accountancy	34	2
Corporate Policy & Performance	11	1
Financial Services		1
Property Services	101	11
Recovery & Support	13	2
Strategic IT	36	9
Financial Services Total	196	26



GOVERNANCE SERVICES OVERVIEW

Delivery of agreed strategy



- Strategy refresh – a refreshed strategy will be developed later in the year, aligned to the new Corporate Plan. Owing to the current financial challenges, there is limited funding to deliver the current action plan.
- Work is underway to develop an online appraisal document, integrated into Agresso, this requires some external development work, but, when complete will streamline and make the process more efficient.
- Traineeship programme commenced in January to develop young people and develop their skills in readiness for employment. In addition work is commencing on relaunching the Young Person’s Paid Work Experience Scheme which has operated successfully in the past.
- A staff survey is due to be launched in March 2023. Although there have been a number of surveys on specific issues, the last full staff survey was in 2018.

Current Issues / Updates

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- Work is underway through the elections team to prepare for the local elections to be held in May 2023. Parallel to this Democratic Services colleagues are working on the member induction, helping to ensure a smooth transition into the next administration.
- The Human Resources team has been involved in the response to the budget, supporting the delivery of service reviews., with several taking place simultaneously.
- Linked to the Corporate Peer Challenge action plan the Assistant Director – Corporate Business Support is continuing in the delivery of the reviews to strengthen and where appropriate streamline corporate services. The current review areas include data, performance and intelligence as well as communications and marketing

SERVICE PERFORMANCE MEASURES

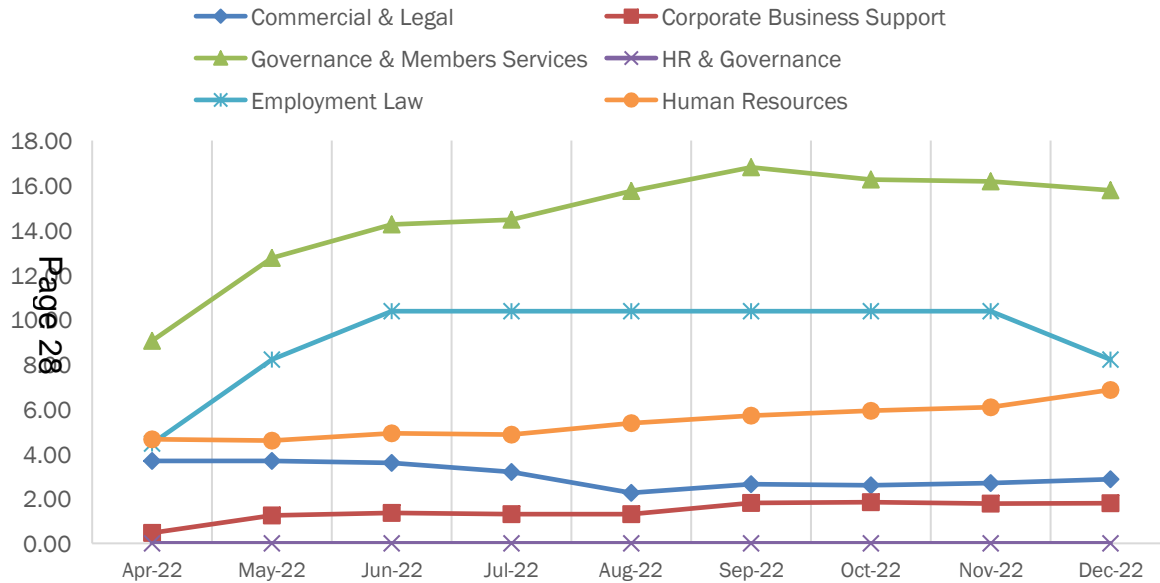


Measure	Previous value	Current Performance	Target (Rag)	Target type	Direction of travel
Percentage of 18+ population registered to vote	93.0%	93.1%	95%	Annual	↑
The percentage of the controllable capital and revenue expenditure spent with suppliers from the borough.	28.92%	28.18%	20%	Annual	↘
Registrars - Percentage of deaths registered within 5 days (Dec 2022)	80%	70%	90%	Annual	↓
Sickness Absence Rate - Directorate (Dec 2022)	5.85	7.10	7.25	Annual	↓

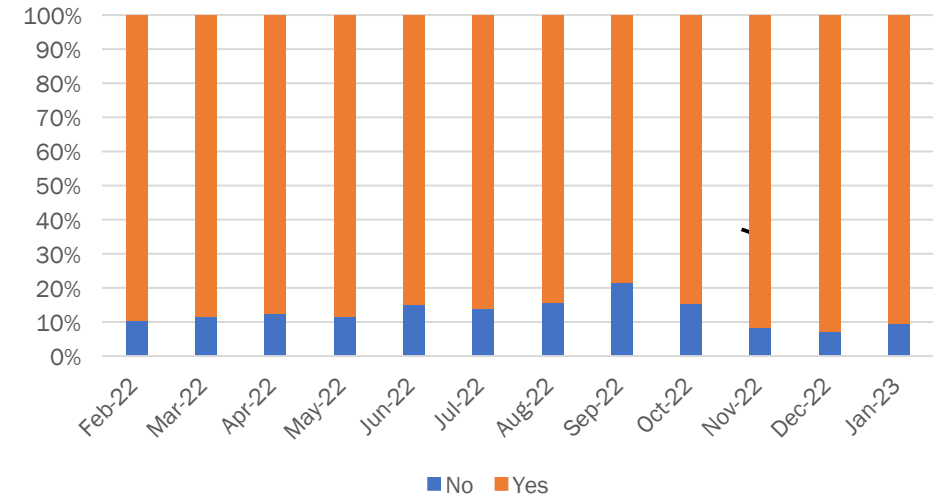
PERFORMANCE MEASURES – MANAGEMENT INFORMATION



HR & GOVERNANCE



Appraisals Governance



Section	Appraisal in last 12 months	
	Y	N
Commercial & Legal	23	0
Corporate Business Support	11	0
Employment Law	3	0
Governance & Members Services	18	2
HR & Governance	1	
Human Resources	34	2
HR and Governance Total	90	4

Date Of Meeting	Motion / action	Lead Officer	Decision	Action Update
16.2.23	<p>RESOLVED that on the successful motion of Councillor King and duly seconded by Councillor Barnes that:</p> <p>“Council notes:</p> <p>1. That many people who experience long-term homelessness and transient housing may have multiple and complex needs, including mental health difficulties, family breakdown, trauma, past criminal offending, and substance dependency. Homelessness (in particular street homelessness) has serious adverse effects on mental and physical health.</p> <p>2. That “Housing First” is a nationally and internationally proven approach to help such people maintain tenancies, improve their health, and avoid offending over the long term. Housing First providers offer long-term and intense support to clients, with a track record of improving engagement with support services and 80-90% rates of sustaining tenancies.</p> <p>3. That investment in “Housing First” is good value-for-money for tax-payers, our communities, and people with multiple and complex needs. A study by the charity Crisis suggests that every £1 spent on Housing First saves tax-payers £1.24 in the long term, reducing demands on the</p>	PR	The motion was agreed	Awaiting confirmation of action from the service area.

BOROUGH COUNCIL MEETINGS – MOTIONS/ACTION TRACKER

	<p>NHS, policing, benefits, and local government – as well as improving individuals’ lives. A cost-benefit analysis of a pilot in Greater Manchester suggested more than £2.50 would be saved from public services for every £1 invested in Housing First.</p> <p>Council believes:</p> <ol style="list-style-type: none"> 1. That access to good quality housing is a human right and offers people a chance to engage with support for multiple and complex needs. 2. That 30 years of evidence demonstrates how the provision of well-managed housing for people with multiple and complex needs increases their engagement with support services, compared to making housing dependent on existing engagement with such services. <p>Council resolves:</p> <ol style="list-style-type: none"> 1. To ask the Cabinet Member for Neighbourhoods & Housing to instruct officers to identify the scale of need for “Housing First” for people with complex and multiple needs in Redcar & Cleveland borough. 2. To encourage officers to seek advice and support from national and local partners in adopting the Housing First model of support for people with multiple and complex needs with the aim of ensuring that services provide fidelity to the seven “Housing First” principles as published by 			
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BOROUGH COUNCIL MEETINGS – MOTIONS/ACTION TRACKER

	<p>Homeless Link.</p> <p>3. To invite the Cabinet Member for Neighbourhoods & Housing to report back to council on whether and how this authority intends to seek and use funding available from the Rough Sleeping Initiative 2022-25.</p> <p>4. To write to local MPs and to the Secretary of State to ask for additional funding to support local authorities in delivering a joined-up policy of increasing Housing First provision.”</p>			
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Scrutiny & Improvement Committee – Action list

Actions from 25.01.23 meeting		
Action	Officer	Update
Members requested to be informed when the new respite centre for children with disabilities at St. Williams Church in Dormanstown received its registration	SN	Members will be informed when registration is received.
An update on how the IT department is progressing post cyber-attack would be presented to a future meeting.	JB	To be presented at the 12/04/23 Corporate Resources & Governance Scrutiny & Improvement Committee Meeting
The progress of the community mental health hub at East Cleveland Hospital.	ML	The Community Mental Health Hub was originally planned to be a part of the Skelton Civic Hall redevelopment, but this was no longer possible once the plans for the Civic Hall changed. The Community Mental Health Partnership have therefore determined that rather than having one static hub in East Cleveland, the hub will move around the area with it being located in a different building each day of the week. Potential venues are currently being identified by the Partnership.
The status of the funding for the Place Marketing Initiative.	PW	Awaiting update.
What additional resources had been allocated for the improvement of Public Rights of Way	ML	The Public Rights of Way Officer was a new post that was created to focus on improving PROW across the borough and to develop a long-term plan for them, delivering upon the Corporate Plan action. Unfortunately, due to a loss of staff in the Countryside Team and the subsequent recruitment freeze the team are having to cover a number of areas including tree maintenance / Ash Dieback work. As soon as this can be resolved we will be able to focus more time on improving PROW with the assistance of an active group of volunteers.

Actions from 20.02.23 meeting

Members requested detail of capital investment in recycling initiatives.	PW	Awaiting update.
Members requested information on which areas of the Council currently worked in partnership with other local authorities in order to reduce costs, and what areas could potentially work in partnership in future	PW	Awaiting update.