

Cabinet – Meeting held on Monday, 21st November, 2022.

Present:- Councillors Swindlehurst (Chair), Ajaib, Akram, Anderson, Hulme and Nazir

Also present under Rule 30:- Councillor Smith

Apologies for Absence:- Councillor Mann, Bains and Pantelic

PART 1

65. Declarations of Interest

Item 12: 'Housing Regulation Enforcement, Licensing and Civil Financial Penalties Polices', Councillor Swindlehurst declared that he had been appointed by the Council as a director of DISH.

Item 9: 'Recommissioning of Voluntary and Community Sector Contracts', Councillor Akram declared that she had been appointed by the Council to the Board of Slough CVS.

66. Minutes of the Meetings held on 17th October and 2nd November 2022

Resolved – That the minutes of the meetings held on 17th October 2022 and 2nd November 2022 be approved as a correct record.

67. Financial Action Plan Update

The Lead Member for Financial Oversight & Council Assets introduced the latest update on the Financial Action Plan that set out the work being undertaken to respond the Council's serious financial challenges and recommendations of external agencies. The Cabinet was being asked to recommend the latest update to Council on 22nd November 2022.

It was currently estimated that the overall capitalisation direction could be reduced from a potential total of £782m to £369m. This position had not changed since the previous report to Cabinet in September 2022 but would be revised for the budget reports in early 2023. The Cabinet noted the key assumptions and risks that underpinned the significantly reduced capitalisation direction. Continued delivery of the financial strategy of implementing savings plans and asset sales was the foundation of the Council's recovery and the Cabinet welcomed the progress that was being made on the asset disposal programme which was ahead of schedule. The proposed sale of the Akzo Nobel site would in itself make a particularly significant contribution to the programme.

In relation to savings for 2023/24, it was noted that the savings target was £23m of which £16m had been identified to date. These proposals would go

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through the scrutiny process in December 2022. The outcome of the Local Government Finance Settlement was awaited and it was noted that the impacts of the recent 'mini-budget' had caused significant uncertainty over interest rates and anticipated Government spending reductions.

The 2018/19 and 2019/20 accounts had been submitted to the auditors with 2020/21 expected in February 2023. It was recognised that extensive audit work was required. The restructure of the finance department was progressing well with advisements out for senior roles. The Cabinet also noted the good progress being made on contract management and procurement and responding to the historic backlog of internal audit recommendations.

The Cabinet agreed that overall the report demonstrated that good progress was being made and that the Council was ahead of schedule in some areas such as asset sales. However, it was recognised that the position remained very challenging and would require focus and commitment to deliver the financial strategy over the coming years. The financial monitor now included a breakdown of savings by Cabinet portfolio and the Leader stated that Lead Members should regularly follow up with their respective executive directors to ensure savings were being delivered.

At the conclusion of the discussion the report was noted and it was agreed to recommend it to Council.

Recommended –

That the progress and issues set out in the Financial Action Plan be noted and that the report be recommended to Council.

68. Financial Update Report – 2022/23

The Lead Member for Financial Oversight & Council Assets introduced a report that set out the forecast financial monitoring position as at the end of September 2022 for the 2022/23 financial year. The report covered revenue, including DSG and schools; Treasury Management, including asset sales and pensions; and the capital position for both General Fund and Housing Revenue Account.

It was noted that a fully balanced position was forecast for the General Fund in 2022/23, taking account of use of all capitalisation direction amendments. However, the Lead Member highlighted that there was an overspend of £7.3m across service areas, which included a shortfall in in-year savings of £4.3m against the £20m target, and the loss set out in the latest Slough Children First business plan of £5.2m. These issues were offset by various factors such as an improvement in the collection fund position, impact of capital receipts on MRP and a reduction in the use of capitalisation. Good progress continued to be made in addressing the deficit in the Dedicated Schools Grant.

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Lead Members discussed various aspects of the report including the importance of delivering savings proposals on time so the financial benefits could be achieved and to reduce revenue pressures next year. After due consideration, the report was noted.

Resolved – That it be noted:

- (a) That the 2022/23 forecast year-end position for the General Fund, taking account of use of all capitalisation direction amendments, was a fully balanced position. However, within this, there was an overspend of £7.322m across service areas, comprising a shortfall on in-year savings after mitigations of £4.309m against the total target of £19.958m, and including the loss set out in the latest SCF business plan of £5.175m. This was then balanced through an improvement in the collection fund position, the application of settlement monies received, the impact of capital receipts on MRP and a reduction in the use of capitalisation;
- (b) That the revenue budgets as presented in the report assumed that the virements as set out in Appendix E had been approved;
- (c) That the General Fund Capital Programme was forecasting an underspend of £0.700m at a spend of £27.955m;
- (d) That the HRA was forecasting a contribution to the HRA reserve of £1.827m, a £0.850m adverse variance against budget;
- (e) That the HRA Capital Programme was forecasting on budget at a spend of £10.720m;
- (f) That the DSG balance was forecast to be a cumulative deficit of £27.290m by the end of this financial year with plans to reduce the in-year movement to a balanced position by 2025/26;
- (g) That maintained schools were projecting a reduction in balances by 31 March 2023 from £9.555m to £5.465m, with 4 out of 16 schools expecting to be in deficit with an aggregate deficit of £0.647m.

69. Treasury Management Mid-Year Report

The Lead Member for Financial Oversight & Council Assets introduced a mid-year update report on treasury management.

The Council was required to prepare an interim and annual treasury management review and the report was an important part of ensuring transparency and informed decision making regarding the Council's borrowing and investment activity. The Treasury Management Strategy had been approved by Council on 10th March 2022.

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The Council's borrowing had reached £760m as at 31 March 2021, around 50% of which was short term temporary borrowing from other local authorities which exposed the Council to significant risks. The national economic outlook had deteriorated significantly since then but the Council's strategy was largely unchanged, which was to maximise asset sales to pay down debt and to convert short term debt to longer term debt where further borrowing was required. It was noted that the Council had liquidated its investments in pooled property funds earlier in the year and the proceeds had been used to support paying off temporary borrowing. The £10m investment had appreciated in value by more than £3m since 2015 but had been considered the right time to divest of the fund to reduce borrowing.

The Cabinet welcomed the comprehensive report and agreed the recommendations.

Resolved –

- (a) That the Treasury Management activities for the first half of 2022/23 as set out in the body of the report be noted.
- (b) That the revised treasury debt maturity profile limit indicator (para 2.63 of the report) be approved.
- (c) That the revised limits for investments and service loans (Appendix 2 to the report) be approved.

70. Improvement and Recovery Update

The Leader of the Council introduced a report on the progress made by the Council against each of the Secretary of State Directions issued in December 2021 and the overall Council recovery plan.

The report had been considered by the Overview & Scrutiny Committee on 17th November and the Cabinet was requested to recommend the update to Council.

The Leader summarised the areas where the Council had made good progress, such as the early stages of financial repair and the asset disposal strategy, and also the parts of the agreed corporate plan where progress needed to be accelerated. These included culture change and scrutiny improvements. Further work on the Council's future operating model would also be a key priority. The Best Value Commissioners would soon submit their one-year progress report to the Secretary of State.

The Cabinet and scrutiny would receive regular progress reports in the future on a quarterly basis, to be aligned to the Commissioners reporting periods. Lead Members were invited to agree any specific issues on which they would like to receive future reports and Cabinet agreed to receive a SEND update in December 2022 if possible to provide assurance that progress was being made in delivering the Written Statement of Action. Reports were requested

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on emergency planning arrangements in February 2023 and resident engagement and consultation before the end of the municipal year.

At the conclusion of the discussion the report was noted and it was agreed to recommend the update to Council on 22nd November 2022.

Resolved –

- (a) That the progress made by the Council in addressing the Directions of the Secretary of State be noted;
- (b) That it be agreed that the additional information or issues Cabinet would like to be cited on included a SEND update to Cabinet in December 2022; emergency planning update by February 2023; and resident engagement and consultation.
- (c) That the proposed next steps to deliver against the action plans and other workstreams that have been developed to address the Directions be agreed;
- (d) That further regular updates of progress be submitted on a quarterly basis, with exact timings dependent on the cycle of Commissioner's reports to Government;

Recommended –

- (e) That the update report be recommended to Council.

71. Public Interest Report - Disabled Facilities Grants

Cabinet received details of the report which set out the findings of the Local Government and Social Care Ombudsman (LGSCO) in relation to the Council's policies and procedures for determining and awarding disabled facilities grants.

It was noted that the complaint related to a delay of 12 months in the Council determining the resident's application for a disabled facilities grant (DFG). In addition, there was a failure to communicate clearly with the resident and the process for determining DFGs was set out in a policy and procedures which did not appear to have been approved at a member level.

Following consideration of the complaint, the LGSCO issued a Public Interest Report due to the significant fault and injustice caused to the complainant and a concern that there was a systemic problem with wider learning. The Council fully accepted the recommendations proposed by the LGSCO, as detailed in the report and measures that were being taken to implement them were outlined. Immediate lessons learned, included:

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- The Monitoring Officer to have oversight of all complaints to the LGSCO;
- A need for a enhanced reporting of complaints data;
- A need to ensure all new and amended policies are approved at elected member level;
- Consideration as to the role of scrutiny in reviewing the effectiveness of the complaints process;
- A need for a comprehensive performance management dataset to ensure effective management of performance against standards and targets;
- The need for effective partnership working.

Members accepted that the level of service provided had been inadequate and that it was essential that lessons were learnt and policies and procedures in place to avoid a similar situation in the future. The Leader of Council apologised on the behalf of the Council to the resident involved and to others who waited longer than they should have for support.

The recommendations were then agreed.

Resolved –

- (a) That the Public Interest Report be noted;
- (b) That the lessons learned and actions to be taken in response be agreed;
- (c) That the Customer and Community Scrutiny Panel be recommended to include the public interest report in its planned review of the Council's complaints procedure against the LGSCO's best practice guidance and report back with recommendations.

72. Slough Housing Assistance Policy 2022-2027

The Executive Director People (Adults) introduced a report which sought approval of a revised Housing Assistance Policy (HAP) 2022-2027. The policy had been updated to ensure alignment with current national guidance, case law and legislation. It also addressed the recommendations set out within the report by the Local Government and Social Care Ombudsman investigation into a complaint about the Council as discussed on the previous agenda item.

The revised HAP 2022-27 included details of the Disabled Facilities Grant (DFG) options that an individual could receive. Approval and implementation of the policy would enable the Council to take advantage of additional flexibility in the use of the grant to support more individuals to maintain independence. This would be through implementing housing adaptations in a timely way, by streamlining processes and ensuring adequate staffing resource.

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It was brought to Members attention that the new HAP would implement the latest national guidance for DFG including the definition of urgent and non-urgent cases to fairly manage waiting lists. Urgent cases would be prioritised, such as people being discharged from hospital, end of life cases, people who lived alone and were deemed a high risk. The policy would also move the threshold of the Major Equipment Grant from £5,000 to £10,000 which would improve the speed with which equipment such as stairlifts, specialist toilets and shower/bathroom adaptations could be installed without the means testing being required. This would decrease waiting lists and streamline services to enable individuals to live more independently at home.

Members discussed how the policy would apply to those in private sector housing or Housing Association properties and about the importance of improving customer services so there was good communication with applicants.

At the end of the discussion the recommendations were agreed.

Resolved – That the new Housing Assistance Policy 2022-2027, as at Appendix 1 to the report be approved.

73. **Recommissioning of Voluntary and Community Sector Contracts**

The Executive Director, People (Adults) introduced a report that sought approval to procure two new services for the delivery of voluntary and community sector service and advice and information services. They would replace existing provision when the current contracts expired in June 2023.

The contracts were for 3+1+1 years at a maximum value of £2,641,255 and was funded through the Better Care Fund and Public Health Grant. The contracts were subject to the continued availability of funding. The aim was to further strengthen the preventative offer and reduce demand for adult social care, introducing an integrated offer at the 'front door'. Approval was also sought to bring the Carers element of the service back in house.

Lead Members asked about various matters relating to the contract specification such as whether there would be an increase in capacity and local delivery. These issues would be considered during the current design phase.

At the conclusion of the discussion the recommendations were agreed.

Resolved –

- (a) That the procurement of a Voluntary and Community Sector Service for up to five years (three year contract plus two optional extensions of one year each, subject to satisfactory performance) from 1st July 2023 to 30th June 2028 be approved.

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- (b) That the procurement of an Advice and Information Service for up to five years (three year contract plus two optional extensions of one year each, subject to satisfactory performance) from 1st July 2023 to 30th June 2028 be approved.
- (c) That the funding envelope for the two contracts to a maximum value of £2,641,255 over a five year period be approved.
- (d) That the transfer back in-house of the carers element of the current services at a cost of £65k per annum, with carers assessments and activities being undertaken by a Carers Co-ordinator be approved.
- (e) That delegated authority be given to the Executive Director for People (Adults), in consultation with the Lead Member for Social Care and Public Health, and the Director of Finance, to undertake the procurement process.
- (f) That the detailed performance information concerning current contracts be noted.
- (g) That it be noted that recommendations for contract award would be presented to Cabinet in Spring 2023, and that periodic updates concerning performance of the new voluntary and community sector contracts would be presented to Cabinet.

74. Re-procurement of an Integrated Substance Misuse Recovery and Treatment services including Rough Sleepers Outreach Service

The Executive Director, People (Adults) introduced a report sought approval to award contracts for the provision of:

- Integrated Adults and Young Peoples' Substance Misuse Treatment and Recovery service including Shared Care (5 years with an option to extend for 2 plus 2 years); and
- The Rough Sleepers Substance Misuse Community Outreach service (1 year for an option to extend for 1 year).

The Cabinet had approved the re-tendering of the contracts in July 2022. The details of the successful bidder and pricing information was set out in the exempt appendices. They were considered in the public part of the meeting without disclosing any of the exempt information. The services would ensure continuity of care for Slough residents to access drugs and alcohol provision so that a treatment and recovery service could continue to be offered.

Lead Members asked about the monitoring arrangements for the contract, key performance indicators and the reasons for the long length of contract for the integrated adults and children service. The Executive Director responded to these points and stated that the length of contract was not abnormal for these types of service and provided assurance that performance would be robustly managed.

After due consideration the recommendations were agreed.

Resolved –

- (a) That the award of contract(s) with supplier A for the delivery of two services be agreed:

Service 1: The Integrated Adults and Young Peoples' Substance Misuse Treatment Services which will be for a 9-year period (five-years plus two extension periods of two years, subject to satisfactory performance.) This service will operate from 1st April 2023 and will be funded through the Public Health Grant, the Supplementary Substance Misuse Treatment and Recovery Grant and the Rough Sleepers Initiative Grant. The total value of this service for the first five years is £ 6,394,360. Thereafter, any extensions will be dependent upon the overall value of the Public Health grant thus renegotiations may be necessary.

Service 2: The Rough Sleepers' Substance Misuse Outreach service for 2 years (1 year plus a 1 year extension, subject to continuation of grant funding and good performance). The new contract will commence 1st April 2023. This will be funded through the OHID Rough Sleepers Drug Treatment & Recovery grant ([Office for Health Improvement and Disparities](#)) at a total value of £619,034.

- (b) That delegated authority be given to the Executive Director for People (Adults) in consultation with the Lead Member for Public Health and Social Care to complete the final negotiations and enter into the contract(s) with Supplier A.
- (c) That the grant of a lease and any supplemental document(s) of Elliman Resource Unit 27 Pursers Court Slough SL2 5DL to Supplier A for a minimum term of 5 years commencing 1 April 2023 at nil rent be approved. This was an exceptional arrangement and should not be utilised in the future.
- (d) That delegated authority be given to the Executive Director of Resources and Executive Director of Property and Housing to finalise terms and execute the lease and supplemental documentation of the above property to Supplier A.

75. Re-procurement of Adult Social Care Domiciliary Care Contracts (Tranche 2)

The Executive Director, People (Adults) introduced a report that sought approval to award contracts to 12 suppliers of domiciliary care which had been tendered by competitive process via the Council's adult social care dynamic purchasing system. This was to ensure a sufficiency of supply once the tranche of existing contracts expired in December 2022.

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The Cabinet noted the exempt appendices during Part I of the meeting without disclosing any of the exempt information.

There was strong domiciliary care market in Slough and the procurement process was explained. The work that had been taken to engage providers throughout the process to encourage bidders was noted. Lead Members discussed the cost of care, payments for travel time and various other operational elements of the contracts.

The recommendations were agreed.

Resolved –

- (a) That the award of contracts to 12 suppliers for the provision of domiciliary care be agreed. This would be to suppliers 3, 4, 5, 7, 8, 9, 12, 13, 14, 16, 18, and 21 as contained at Exempt Appendix 1 the following suppliers.
- (b) That the issuing of contract extensions and variations to existing tranche 2 suppliers, who did not bid for a new contract for a six month period until 21 May 2023 be agreed. This would enable suppliers to continue to work with up to 177 service users, but not to take on new referrals, whilst alternatives arrangements were put in place.
- (c) That the re-tendering of tranche 3 contracts for domiciliary care and related unregulated support services, when contracts expire in 2023 be agreed. This would be using the same process as for tranche 1 and tranche 2 contracts and would include support services contracts as a separate lot.
- (d) That delegated authority be given to the Executive Director for People (Adults) in consultation with the Lead Member for Public Health and Social Care to enter into the tranche 2 contracts, and retender the tranche 3 contracts for domiciliary care.

76. Housing Regulation Enforcement, Licensing and Civil Financial Penalties Policies

The Executive Director, Place & Communities introduced a report that sought approval of three policy documents relating to the regulation of private sector housing in Slough:

- Housing Regulation Enforcement Policy;
- Revised Protocol for Civil Financial Penalties;
- Licensing Decisions Policy.

The Council's existing overarching enforcement policy set out the general principles for enforcement and regulation, and the new policies aimed to ensure enforcement decisions were transparent, took account of legislative

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changes and learned lessons from practice in Slough. The key aspects of the proposed policies were summarised.

The Cabinet welcomed the new policies and discussed the Council's approach to enforcement and licensing. Lead Members considered the impacts on communities in areas where there were high concentrations of HMOs and the mechanism for residents to report issues. The Housing Regulation Manager explained that the Council could not restrict the number of HMOs through the licensing process and the priority for the policy approach was to support a safe and well managed private rented sector. There was a discussion about anti-social behaviour and nuisance issues in areas with HMOs. After discussion, the Cabinet agreed to request the Customer & Community Scrutiny Panel to include in its work programme a piece of work to explore the wider issues such as anti-social behaviour, fly-tipping and streetscene impacts in areas with high concentrations of HMOs, and the joint-up working between Council departments such as housing regulation and planning.

It was also noted that the information relating to housing and property licensing were on different parts of the Council website and officers were asked to review the information, links and other communications to improve the clarity of information to residents for reporting information and to the public register of licensed properties.

At the conclusion of the discussion the recommendations were approved.

Resolved –

- (a) That the Housing Regulation Enforcement Policy, Licensing Decisions Policy and Revised Policy and Protocol for Issuing Civil Financial Penalties under the Housing and Planning Act 2016 (Appendix A, B and C) be approved.
- (b) That delegated authority be given to make minor amendments to the policies, to the Executive Director for Place and Communities, following consultation with the Lead Member for Housing.
- (c) That Cabinet request the Customer & Community Scrutiny Panel to consider a piece of work to look into the wider community and streetscene issues in places where there was a significant number of HMOs.
- (d) That Officers review the Council website to seek to improve the clarity of information for reporting housing regulation and licensing issues.

77. Smart, Sponge Catchments Project

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The Lead Member for Transport and The Local Environment introduced a report that set out the partnership approach and procurement strategy for the Smart, Sponge Catchments Project which was a capital grant funded flood resilience project in the Chalvey Ditches and Salt Hill Stream Catchments.

It was noted that traditional flood risk solutions were noted appropriate for these catchments and the project would work with partners and communities to install sustainable drainage and natural management methods. The partners were Buckinghamshire Council, Wildfowl & Wetlands Trust, National Flood Forum, Thames Water Utilities, Thames 21 and the regional Environment Agency. The Council had been awarded between £5.65m - £7.9m from central government for the scheme and approval of the recommendations would enable the Council to progress the scheme, subject to Outline and Full Business Case Approval.

The Cabinet welcomed the project and approved the recommendations.

Resolved –

- (a) Agreed to continuance of the project (subject to grant funding) with the Council as Lead Authority for project management, noting in particular the partnership approach, the proposed procurement strategy and governance arrangements;
- (b) That delegated authority be given to the Executive Director – Place and Communities, in consultation with the Lead Member for Transport & The Local Environment to:
 - i. Enter into the grant agreements with Wildfowl & Wetlands Trust (WWT) and National Flood Forum (NFF);
 - ii. Approve extensions and variations to the grant agreements to WWT and NFF, subject to available grant funding, for the life of the project through to April 2027, encompassing extensions for 2023/24, 2024/25, 2025/26 and 2026/7 financial years.
- (c) That delegated authority be given to the Executive Director – Place and Communities, in consultation with the Lead Member for Transport & The Local Environment to commence the process for commissioning technical consultancy and smart technology services for the project, to have oversight of the procurement process and to:
 - i. Approve the procurement and award of contract of technical consultancy services to complete hydraulic modelling of options, assessments, and conceptual design to an expected maximum value of £106,000;
 - ii. Approve the procurement and award of contract of technical consultancy services to inform and prepare the Full Business Case to an expected maximum value of £455,000;
 - iii. Approve the procurement and award of contract of smart technology services to inform the Full Business Case, including the proof of

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concept, sensor trials and development of a data sharing platform, to an expected maximum value of £92,800; and

- iv. Approve the procurement of smart technology services to operate and evaluate sensor monitoring and the data platform to an expected maximum value of £511,500 to cover the period to 31st March 2027 and to note that the Executive Director will report to Cabinet for recommendation of award of contract where the contract value exceeds £500,000.

- (d) Approved the Executive Director - Place and Communities as project sponsor and delegate responsibility to maintain and update the Governance Strategy for the project.

78. Recommendations from Cabinet Committee on Asset Disposals

Prior to consideration of the reports, the Leader sought approval of the Cabinet to extend the meeting beyond the two and a half hours prescribed in the Executive Procedure Rules.

Resolved – That the meeting be extended beyond two and a half hours and to continue in the normal manner and complete the business remaining on the agenda as set out under paragraph 2.8 (i) (a) of the Executive Procedure Rules.

The recommendations of the Cabinet Committee for Asset Disposals from its meeting on 17th November 2022 were considered relating to:

- The re-appointment of Avison Young for Phase 2 of the programme; and
- The disposal of Lavender Farm.

The Cabinet considered and noted the Part II appendices to both reports in the public part of the meeting without disclosing any of the exempt information. The Committee had recommended that Cabinet approve the re-appointment of Avison Young and the disposal of Lavender Farm.

Councillor Smith had been given access to the exempt information and commented that whilst he was satisfied from the information provided that the disposal of Lavender represented best value, it would be useful if all future disposal reports could include site maps so Members could be clear of the property and assets being disposed of. In the case of Lavender Farm the Leader explained the extent of the land being disposed of and Officers were asked to provide maps in future reports.

Resolved –

- (a) Avison Young Appointment to support the Asset Disposals Programme

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That the appointment of Avison Young to support the implementation of the Asset Disposal Strategy for the period 2022 to 2027 be approved, and that delegated authority be given to the Executive Director of Housing and Property, in consultation with the S151 officer, and subject to legal advice, to enter into contract with Avison Young for property asset disposal related support services, at an estimated cost of £3.020m, which would be met from the capital receipts generated from asset disposals.

(b) Disposal of Council Asset – Lavender Farm

That the disposal of Lavender Farm be agreed and that delegated authority be given to the Executive Director of Property and Housing, in consultation with the Lead Member for Financial Oversight and Council Assets and the Executive Director of Finance and Commercial, to negotiate the terms of and enter into the contract and other legal documentation in connection with the disposal subject to the terms being consistent with the Heads of Terms appended at Confidential Appendix 3 and the information provided within this report.

79. References from Overview & Scrutiny

There were no references from Overview & Scrutiny.

80. Exclusion of Press and Public

All business was conducted in public without disclosing any exempt information and it was not therefore required to exclude the press and public.

81. Part II Minutes of the Special Cabinet meeting held on 2nd November 2022

Resolved – That the minutes of the Part II meeting of the Special Cabinet held on 2nd November 2022 be approved as a correct record.

82. Re - procurement of an Integrated Substance Misuse Recovery and Treatment services including Rough Sleepers Outreach Service - Appendices 1 and 2

Resolved – That the Part II appendices be noted.

83. Re-procurement of Adult Social Care Domiciliary Care Contracts (Tranche 2) - Appendices 1-4

Resolved – That the Part II appendices be noted.

84. Recommendations from the Cabinet Committee for Asset Disposals - Appendices

Resolved – That the Part II appendices be noted.

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Chair

(Note: The Meeting opened at 6.30 pm and closed at 9.03 pm)