

LONDON BOROUGH OF TOWER HAMLETS**RECORD OF THE DECISIONS OF THE CABINET****HELD AT 4.10 P.M. ON THURSDAY, 16 MAY 2024****COUNCIL CHAMBER - TOWN HALL, WHITECHAPEL****Members Present in Person:**

Mayor Lutfur Rahman	
Councillor Maium Talukdar	(Deputy Mayor and Cabinet Member for Education, Youth and Lifelong Learning (Statutory Deputy Mayor))
Councillor Kabir Ahmed	(Cabinet Member for Regeneration, Inclusive Development and Housebuilding)
Councillor Saied Ahmed	(Cabinet Member for Resources and the Cost of Living)
Councillor Gulam Kibria Choudhury	(Cabinet Member for Health, Wellbeing and Social Care)
Councillor Abu Chowdhury	(Cabinet Member for Safer Communities)
Councillor Abdul Wahid	(Cabinet Member for Equalities and Social Inclusion)
Councillor Musthak Ahmed	(Cabinet Member for Jobs, Enterprise, Skills and Growth)
Councillor Shafi Ahmed	(Cabinet Member for Environment and the Climate)
Councillor Kamrul Hussain	(Cabinet Member for Culture and Recreation)

Officers Present in Person:

John Ainsworth	(Senior Performance Improvement Analyst)
Dr Somen Banerjee	(Director of Public Health)
Simon Baxter	(Corporate Director Public Realm)
Catherine Boyd	Interim Head of Arts, Parks and Events
Stephen Halsey	(Chief Executive)
Sam Harney	(Mayor's Political Advisor)
Afazul Hoque	(Head of Corporate Strategy & Policy)
Abidah Kamali	Policy Officer Housing
Abdulrazak Kassim	(Director Finance, Procurement and Audit)
Julie Lorraine	(Corporate Director Resources)
Hibo Mohamed	(Senior Commissioning Manager)
Katie O'Driscoll	(Director of Adult Social Care)
Paul Patterson	(Interim Corporate Director Housing And Regeneration)
Steve Reddy	(Interim Corporate Director, Children's Services)
Keith Townsend	(Insourcing Leisure Project Director)

Officers In Attendance Virtually:

Robin Beattie	(Acting Director of Strategy Innovation and
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Ayesha Hakim Rahman Transformation)
(Acting Deputy Director of Strategy, Improvement
and Transformation)
Nicola Klinger (Housing Companies Manager)

1. APOLOGIES FOR ABSENCE

There were none.

2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND OTHER INTERESTS

There were none.

3. UNRESTRICTED MINUTES

RESOLVED:

1. That the unrestricted minutes of the Cabinet meeting held on Wednesday 24 April be approved and signed by the Mayor as a correct record of proceedings.

4. ANNOUNCEMENTS (IF ANY) FROM THE MAYOR

See the minutes.

5. OVERVIEW & SCRUTINY COMMITTEE

5.1 Chair's Advice of Key Issues or Questions

See the minutes.

5.2 Any Unrestricted Decisions "Called in" by the Overview & Scrutiny Committee

None.

6. UNRESTRICTED REPORTS FOR CONSIDERATION

6.1 Transforming Tower Hamlets Council: building a stronger future

The Mayor noted and agreed the reasons for urgency as set out in the report.

DECISION

1. Note the council's significant achievements over the past year in building a stronger Tower Hamlets.
2. Support the commitment outlined in Section 3.6 to redefine the corporate centre. This restructuring aims to enhance efficiency and effectiveness, ultimately maximising value for the council.

- Note that the risks identified within this report are addressed as part of the wider reports presented in this Cabinet meeting agenda pack. These reports include Leisure Insourcing, Housing Options, and Scrutiny. Additionally, the May 2024 HR Committee and Audit Committee agendas address related risk mitigation strategies in HR, Recruitment, and Procurement.

**Action by
CHIEF EXECUTIVE (S. HALSEY)**

Acting Deputy Director of Strategy, Improvement & Transformation (R. Beattie)

Reasons for the decision

On 14 September 2023, the council's Chief Executive proactively wrote to the LGA, suggesting enhanced scrutiny, as part of the upcoming Local Government Association (LGA) Peer Review, on the following key areas of concern:

- Alignment with mayoral priorities: ensuring the organisation fully supports the achievement of mayoral priorities and overcomes any potential of a 'two council' culture.
- Performance management: addressing shortcomings in performance oversight, particularly regarding financial management, service plan development, and annual staff reviews.
- Leadership visibility: strengthening visible leadership from senior offers, to bridge the gap with the wider workforce.
- Culture and perception: countering negative media coverage and the perception of financial mismanagement.

The LGA Peer Review that followed, acknowledged the council's ambitious and well-understood strategic priorities across members, officers, and partners, as well as the fresh impetus brought in by the new administration's leadership.

Areas for improvement included the need for a comprehensive long-term strategic vision and financial sustainability, as well as identified challenges, including inefficiencies within elements of the corporate centre and a potential 'two council' culture existing between senior management and the Mayor's Office.

This report, 'Transforming Tower Hamlets – building a stronger future', presents significant opportunities:

Demonstrated commitment to improvement: by endorsing this report, the Cabinet can demonstrate its commitment to actively addressing the challenges presented by the LGA Peer Review.

Building on progress: while acknowledging the council's achievements, the report also identifies areas requiring ongoing focus. The broader Cabinet agenda items, along with the May 2024 HR Committee and Audit Committee agendas, propose specific strategies to address these challenges and solidify Tower Hamlets Council as a unified and effective organisation.

Alternative options

The papers presented to this Cabinet proposes a comprehensive strategy to mitigate the challenges identified in the LGA peer review. However, it is important to acknowledge alternative approaches:

Partial implementation: choosing only select recommendations from wider Cabinet items could result in a disjointed approach. This may not fully address the identified challenges and could create a 'broken narrative' that hinders the council's overall transformation goals.

Inaction: choosing not to act on the recommendations would represent a missed opportunity. It would limit the council's ability to deliver exceptional value to residents and, in turn, hinder the council's aspiration to become an exemplary authority.

While these alternatives exist, this report strongly recommends pursuing the comprehensive approach. This will embed a unified council culture, strengthen leadership collaboration, and ultimately lead to improved service delivery for residents.

6.2 Delivering the Medium-Term Financial Strategy

The Mayor noted and agreed the reasons for urgency as set out in the report.

DECISION

1. Note the actions being taken to deliver the Medium-Term Financial Strategy approved on 28th February 2024.

Action by**CORPORATE DIRECTOR RESOURCES (J. LORRAINE)**

Director of Finance, Procurement and Audit (A. Kassim)

Reasons for the decision

This is a noting report to update Cabinet on the actions being taken to deliver the Medium-Term Financial Strategy (MTFS).

Alternative options

The MTFS has been agreed by Council. There is scope for alternative options to deliver the approved outcomes of the MTFS. This report updates Cabinet on the current actions being taken.

6.3 Be Well Leisure Insourcing Programme

The Mayor noted and agreed the reasons for urgency as set out in the report.

DECISION

1. Note the progress made to create and launch the Be Well Leisure Service.

2. Endorse the approach to develop the Be Well Leisure Service in 2024/25.
3. Authorise the Programme Director for Leisure to produce a revised programme budget for 2024/25 within the financial limit of the approved budget.
4. Note the Be Well Leisure Service 10-year revenue financial model including projections for an operating revenue surplus from year four.
5. Note the progress on the asset condition surveys, the building dilapidations work, repairs undertaken by GLL and the leisure assets capital investment requirements for the next 10-years and support officers to develop proposals as part of the MTFS.
6. Note the £3.65 million Be Well leisure assets capital programme for 2024/25 and authorise the Programme Director for Leisure to implement and amend the programme as required.
7. Note and comment on the key risks and mitigating actions to manage those risks.
8. Support the Be Well Leisure Service to maximise benefits from synergies with other council teams including Public Health and Workpath to reflect the council's strategic priorities.

Action by:**CORPORATE DIRECTOR COMMUNITIES TITLE (S. BAXTER,)**

Programme Director – Leisure (K. Townsend)

Reasons for the decision

It is important that Cabinet are kept properly informed of the progress of this important insourcing initiative and that the Executive is provided with the information needed to properly review the improvement programme for this service as it is developed. This report aims to provide Cabinet with a comprehensive update of the development and launch of the Be Well Leisure Service and asks Cabinet Members to note the achievements to date and endorse / comment on the approach for 2024/25 and beyond. It provides an update on key programme risks and associated mitigating actions reported as part of an effective programme of corporate governance.

Alternative options

The information provided to Cabinet in this report might not be reported. This would not be transparent and would not support sound governance.

Only some of the information provided in this report could be brought forward to Cabinet. This would not be transparent and would not support sound governance.

The information contained within this report could be presented elsewhere within the organisation instead of Cabinet. However, it is considered important

that Cabinet are sighted on the progress of this important project and on the way in which the project risks are being managed.

6.4 Scrutiny improvement plan

The Mayor noted and agreed the reasons for urgency as set out in the report. The Mayor and Cabinet noted the pre-decision scrutiny questions and responses as tabled.

DECISION

1. Note and endorse the improvements to training and support for Members.
2. Note and endorse the approach taken to improve the effectiveness of the role of Statutory Scrutiny Officer.
3. Note and agree the approach to be taken to improve the Overview and Scrutiny support function
4. Note and endorse the officer actions to further enhance a positive relationship between scrutiny and the Executive comprising :
 - a review of scrutiny procedures in relation to the recently published good practice guides from the Centre for Public Scrutiny
 - the facilitation of a Scrutiny Protocol addressing issues such as how Cabinet will engage with scrutiny recommendations at Cabinet and establishing a process that supports a formal response to all issues referred to Cabinet by overview and scrutiny including recommendations, questions or calls for action.
 - As part of the review of the constitution reviewing the Scrutiny Procedures and the Scrutiny Toolkit set out in the Constitution, simplifying where useful.
5. Note and endorse the actions to be taken to raise understanding and awareness of officers of the role of scrutiny.
6. Note and endorse the proposals to increase the public profile and understanding of the scrutiny function of the council
7. Note the specific equalities considerations as set out in Paragraph 6.1 of the report.

Action by

CHIEF EXECUTIVE (S. HALSEY)

Acting Deputy Director of Strategy, Improvement & Transformation (R. Beattie)

Reasons for the decision

The Scrutiny function of the Council is an important part of the governance arrangements of the Council and a key element of the Council's arrangements

to ensure continuous improvement and meet its statutory best value duty. The proposed actions set out in the report address recommendations made by the LGA Corporate Peer Challenge Report published in December 2023 and meet the Council's published commitments to address those recommendations also published in December 2023. They are considered necessary to further improve this function of the Council and accelerate the speed of that improvement.

Alternative options

Do nothing. This is not recommended as the Council must show that it is always striving to improve and there are clearly areas of the scrutiny function where the Council can improve. Failure to act would result in the Council failing to meet its published commitments in the Council's LGA CPC Action Plan.

Agree to note and endorse some but not all of the recommendations. This is open to the Committee to do but all of the issues set down in the report and the associated actions are considered important and worthy of consideration.

Do not note or endorse or agree any of the recommendations but refer all of the issues outlined in the report to the Overview and Scrutiny Committee. The report acknowledges that Overview and Scrutiny must be engaged directly on a range of the issues included in the report. However, some matters fall specifically to the CEO. Others are matters that the Executive might wish to demonstrate their support for and be seen to support the work of the Scrutiny function.

6.5 Contracts Forward Plan 2023/24 - Quarter 4

The Mayor noted and agreed the reasons for urgency as set out in the report.

DECISION

1. Authorise the appropriate Corporate Director in consultation with the Mayor to award those contracts set out in Appendix 1 following an appropriate procurement exercise.
2. Authorise the Director Legal Services (Monitoring Officer), to execute all necessary contract documents in respect of the awards of contracts.
3. Review the procurement forward plan 2023-2028 schedule detailed in Appendix 2 and identify any contracts about which further detail is required in advance of the quarterly forward plan reporting cycle.

Action by

CORPORATE DIRECTOR RESOURCES (J. LORRAINE)

Director of Finance, Procurement and Audit (A. Kassim)

Reasons for the decision

The Council's Procurement Procedures require submission of a quarterly forward plan of contracts for Cabinet consideration, and it is a requirement of the Constitution that "The contracting strategy and/or award of any contract for goods or services with an estimated value exceeding £1m, and any contract for capital works with an estimated value exceeding £5m shall be approved by the Cabinet in accordance with the Procurement Procedures as amended by the General Purposes Committee held on 05 October 2021. This report fulfils these requirements for contracts to be let during and after quarter one of the current financial Year.

Alternative options

Bringing a consolidated report on contracting activity is considered the most efficient way of meeting the requirement in the Constitution, whilst providing full visibility of contracting activity; therefore no alternative proposals are being made.

6.6 Tower Hamlets Council Strategic Plan: 2024/25 Annual Delivery Plan**DECISION**

1. Approve the Annual Delivery Plan for 2024/25 (Appendix 1 to the report).
2. Approve the refreshed performance measures for 2024/25 (Appendix 2 to the report, as updated).
3. Note that the target setting for 2024/25 performance measures will be developed and reported to Mayor and Members in July 2024.

Action by**CHIEF EXECUTIVE (S. HALSEY)**

Acting Deputy Director of Strategy, Improvement & Transformation (R. Beattie)

Reasons for the decision

It is important that the council sets out how it plans to deliver on its key priorities in the year ahead and how it will measure progress against them.

Alternative options

The Mayor may choose not to progress the Annual Delivery Plan 2024/25. This course of action is not recommended as the plan is key to the council's annual business planning arrangements, and policy and budget framework. Not progressing would leave the council with a significant planning gap for the year ahead.

The Mayor in Cabinet may choose to further amend the Annual Delivery Plan 2024/25. This would require further consideration on any impact on the medium-term financial plan and potential delay to the council's business planning process.

6.7 Procurement of a Technology Enabled Care Transformation Partner

DECISION

1. Agree to the use of the Eastern Shires Purchasing Organisation (ESPO) framework for Technology Enabled Care Services (Lot 2) for the procurement of the transformation partner to support delivery of the Technology Enabled Care Transformation.
2. To authorise the Corporate Director, Health and Adult Social Care, in consultation with the Mayor, to award the contract to the winning bidder.
3. To note the Equalities Impact Assessment / specific equalities considerations as set out in Paragraph 4 of the report.

Action by

ACTING CORPORATE DIRECTOR ADULT SOCIAL CARE (S. BANERJEE)

Head of Living Well (D. Ingram)

Reasons for the decision

Use of the Eastern Shires Purchasing Organisation (ESPO) framework for Technology Enabled Care Services (Lot 2) for the procurement of the transformation partner to support delivery of the Technology Enabled Care Transformation provides the quickest route to being able to award a contract and for the Council to start realising the benefits of the transformation project, whilst still ensuring that the market is tested, as Lot 2 requires a further competition exercise. The procurement timeline will be approximately three months to award, rather than nine to twelve months for a full procurement.

Alternative options

The alternative is a full procurement, which is unlikely to yield significantly different results given the main providers in the market, of the type of service the Council wishes to purchase, are all part of the ESPO framework. A standalone procurement exercise would significantly increase the procurement timeline and delay the realisation of benefits (i.e. savings) achieved from the Technology Enabled Care Transformation, which would impact the Medium-Term Financial Strategy.

6.8 Tower Hamlets Partnership Review

DECISION

1. Notes the recommendations (section 3.15), and guiding principles for thematic partnerships, ahead of consideration by the Partnership Executive Group (PEG) in May 2024.

Action by

CHIEF EXECUTIVE (S. HALSEY)

Director Strategy Improvement and Performance (R. Beattie)

Reasons for the decision

The Tower Hamlets Partnership is on a journey of transformation and improvement. In autumn 2023, it agreed to a new shared vision and Partnership Plan (2023-2028) for the borough. This new ambitious plan demonstrates the council's commitment to partnership and leadership of place, and as a starting point initiates progress towards two key recommendations made by the Local Government Association (LGA) Corporate Peer Challenge, 2023.

However, initial feedback from partners and the council suggests that the current ways of working of the Partnership aren't meeting their needs. There are too many partnerships sitting under the PEG, and its thematic partnerships (for example subgroups). There is a collective view that the partnership structure may require simplification and improvements in joined up working. The PEG agreed to review partnership arrangements and this report presents the findings and recommendations for consideration.

Alternative options

Do nothing - If the cabinet fails to consider the key findings from the review and the Task and Finish Group's recommendations, this will demonstrate noncompliance with recommendations 1 and 7 of the Local Government Association Corporate Peer Challenge feedback report (as outlined in section 3.7 of this report), with risk of poor prioritisation and reputational damage. This could also damage relationships and hinder the Tower Hamlets Partnership's ability to seek collective agreement from its strategic partners on focus, transformational change and improvements to ways of working. Resulting in missed opportunities to strengthen partnership working in Tower Hamlets to tackle social challenges, for growth and socio economic development, and social mobility.

6.9 Victoria Park Licence to Occupy**DECISION**

1. Approve the option to enter into a Licence to Occupy with AEG Presents Limited as required.
2. Authorise the Corporate Director of Communities to instruct the Director of Legal Services and Monitoring Officer, to execute and enter into all necessary agreements to give effect to the implementation of Resolution 1;
3. To note the Equalities specific considerations as set out in Paragraph 4 of the report.

Action by**CORPORATE DIRECTOR COMMUNITIES (S. BAXTER)**

Head of Parks and Events (C. Boyd)

Reasons for the decision

The decision to revise the licence to occupy arrangement, to enable AEG Presents Limited to deliver three and half years of events, will enable the Council to receive a guaranteed rental fee.

The additional event days will provide more opportunities for residents to benefit from cultural events, increase expenditure through the local economy and generate more income to support Council services including the upkeep of parks and open spaces.

The licence to occupy would enable the Council to test (with an experienced operator with a good track record) an increased number of large and major event days per year in Victoria Park, in line with the Council's revised Major Events Policy for Victoria Park.

By demonstrating that Victoria Park can successfully hold more event days per annum, in line with the Major Events Policy for Victoria Park, it is anticipated that the Council will receive more commercially advantageous offers for future licence to occupy/contract opportunities. Future opportunities would be made available to the market in 2026 for a licence to occupy/contract commencing from 2028, by which point AEG Presents Limited will have (subject to obtaining a Premises Licence) delivered 11 paid entry commercial music focussed major event days and eight free to access community event days per annum in Victoria Park.

Alternative options

If the Council does not enter into a revised licence to occupy, then the Council would not be guaranteed a fee based on two additional weekends in May/June in 2025 and 2026, plus the loss of guaranteed income in 2027. Details of the loss of potential income to the Council is provided in exempt Appendix 1.

AEG Presents Limited have proposed a guaranteed fee for all the event days proposed (19 event days per annum including two additional weekends in 2025, 2026 and 2027) on the basis that the Council revises their current licence to occupy to enable them to deliver a full three years of events plus All Points East/In the Neighbourhood in 2024. This is due to the financial risk and resources required to extend their current programme from 10 event days to up to 19 event days per annum.

The licence to occupy will enable the Council to test the viability (commercially and practically in relation to Premises Licence requirements) of increasing the number of large and major events held in Victoria Park before committing to a longer term (up to six years) commercial arrangement with other potential operators.

7. ANY OTHER UNRESTRICTED BUSINESS CONSIDERED TO BE URGENT**7.1 Housing with Care Strategy 2024-2034**

The Mayor noted and agreed the reasons for urgency as set out in the report.

DECISION

1. Agree and approve the proposed Strategy.
2. Agree that options for additional housing with care settings are developed as part of the delivery plan for the proposed Strategy and that these come back to the Council's Cabinet meeting at a future date.

Action by**ACTING CORPORATE DIRECTOR ADULT SOCIAL CARE (S. BANERJEE)**

Deputy Director Ageing Well (J. Alilionwu)

Reasons for the decision

Tower Hamlets is in the process of transforming the delivery of Adult Social Care and have established a bold new vision and strategy– “Improving Care Together”. Our “own home is best” position is supported by a wealth of evidence that the vast majority of people prefer to be in their own home wherever possible.

A primary aim of this strategy is to support people to stay in their own homes as far as possible but when this is no longer achievable to ensure there is a range of high-quality housing with care options for those residents who need them.

As well as the need to address the housing, care and support needs of vulnerable residents, housing with care can provide an alternative to expensive domiciliary and residential care placements which are not always the most suitable or cost-effective way to meet needs and promote residents' health and wellbeing.

This is particularly evident given the significant growth in population of those 65 and over, rising service demands and budgetary constraints.

The Housing and Care strategy provides the foundation from which to further develop detailed plans. Once the strategy is adopted Officers will develop and agree an annual delivery plan. As such this strategy will support the future procurement and delivery of a range of housing and care options including Extra Care Housing, Nursing Care, Shared Lives, Supported Living and Residential Care.

Alternative options

Do Nothing – this will not enable the Council to meet the increased demand of a significantly growing ageing population, with higher complexity of needs and improve outcomes for the most vulnerable residents within the current challenging financial climate. The single most notable trend would be the need to continue to procure significantly more Residential Care beds, over 115 within 10 years. This situation is unlikely to be acceptable to residents or the Council. It is also unlikely to be affordable in the future.

7.2 Improving the Homelessness Service

The Mayor noted and agreed the reasons for urgency as set out in the report. Councillor Jahed Choudhury, Chair of Overview and Scrutiny Committee, informed attendees that he had received the reasons for the urgency and he agreed that the decision was urgent and that he felt it was reasonable for the Mayor to consider the report at this Cabinet meeting.

DECISION

1. Approve the immediate release £1.93m additional revenue allocation from the council's budgeted service contingency general fund provision for improvements to the Housing Options homelessness services as summarised in section 3.5 and detailed in Appendix 1 to the report.
2. Agree that the service improvements will include:
 - Development of capacity on the frontline to provide an empathetic and dignified response to every service user seeking support by identifying gaps, shortages and whether there are capacity and skills issues.
 - A full and complete service review and redesign, with immediate reorganisation to be initiated.
 - Cultural and structural changes, to prevent staff churn and ensure that the newly recruited frontline workers are retained within the organisation.
 - Review of the structural composition of the service to identify key issues that may be affecting service delivery.
 - Review senior management arrangements and the performance across the service to understand the relationship with frontline workers, both outward facing and in the back office.
 - Establish a service review, with a view to creating a revised and refreshed service delivery plan to address key areas of cultural concerns and staffing shortages in the service.
3. Establish a special taskforce designed to give focused and prioritised attention to overseeing the recruitment and restructuring of the service. This will include the Corporate Directors for Resources and Housing and Regeneration (or representative), a representative from the Mayor's Office, representatives from the Council's recognised Trade Unions and delegates from the service.
4. Note the allocation of this additional funding in the current year will be built into the Medium-Term financial planning for future years and is not forecast to compromise the council's sustainable financial position across the current medium.
5. Note contingency sums for the current year have been set aside within the approved budget for exactly such specific purpose. Our MTFS was approved by members with explicit reference to demand-based risks relating to temporary accommodation. Further information and

assurance are set out in the Chief Financial Officer's comments at section 6 of this report.

6. Note all impact on staffing will be compliant with the council's stated principles of focussing investment in front line services, protecting the lowest paid and avoiding compulsory redundancy situations wherever possible.
7. Note the specific equalities considerations as set out in Paragraph 4 of the report.

Action by**CORPORATE DIRECTOR HOUSING AND REGENERATION (P. PATTERSON)**

Director Housing (K. Swift)

Reasons for the decision

The national housing crisis is a pressing issue affecting millions of people across the United Kingdom. The national crisis affects London more than other places because of its large population, economy, and housing market conditions, and this is especially true in Tower Hamlets.

The Mayor and Elected Members have made clear their expectations for the service delivery model the council seeks to secure. Concerns with the performance of the service expressed publicly by the Mayor and elected members have been underpinned by feedback from several residents who have expressed dissatisfaction at their customer journey. It is evident that there is a critical need for a service review, redesign and robust delivery plan.

The Housing Options Service is facing increasing demand and increasing levels of complexity in cases, which is constraining the services' ability to provide the best service to residents, address staff concerns and mitigate risks to the council's ability to discharge its statutory service obligations to a high standard. Frontline staff feel under-resourced and overworked, and in need of additional resources and support.

The exponential increase in demand is evidenced in the remarkable increase in those we owe a homelessness duty to - up 7% on the previous quarter and 9% compared to Q4 in the previous year. 1.5 The consequent pressure on the homelessness service is illustrated by the volume of caseloads, caseload volumes which have significantly increased and double that of the optimum level.

Alternative options

The first alternative option is to not invest additional resources (or invest less resources) in the service. The risks of this are:

- Lack of capacity within the service and failing to mitigate the risk of repeating service failures. For example, mitigating actions committed to ensuring the issues recently been identified by the Local Government & Social Care Ombudsman are never repeated.

- Inability to provide the best service to service users and residents.
- Low service user satisfaction and increasing complaints.
- Low workforce satisfaction, high workplace stress and increasing sickness absence/retention issues.
- Inability to transform service and achieve improvements.

The second alternative option is to invest further resource (beyond that recommended), which would further build capacity within the services.

However, alongside the budgetary impact of further investment, it should be considered that the Service Improvement Programme will be assessing best use of resources, focussing on improving productivity and creating capacity by streamlining processes with significant investment in outcome focussed innovative technology. This in turn may drive a comprehensive reorganisation of the service. Any further need for additional resource over and above that requested at this time will be subject to detailed consideration by elected members.

8. EXCLUSION OF THE PRESS AND PUBLIC

A motion to exclude press and public was not required.

9. EXEMPT / CONFIDENTIAL MINUTES

Nil items.

10. OVERVIEW & SCRUTINY COMMITTEE

10.1 Chair's Advice of Key Issues or Questions in Relation to Exempt / Confidential Business

Nil items.

10.2 Any Exempt / Confidential Decisions "Called in" by the Overview & Scrutiny Committee

Nil items.

11. EXEMPT / CONFIDENTIAL REPORTS FOR CONSIDERATION

Nil items.

12. ANY OTHER EXEMPT/ CONFIDENTIAL BUSINESS CONSIDERED TO BE URGENT

Nil items.

The meeting ended at 6.30 p.m.