



HILLINGDON
LONDON



Corporate Services and Partnerships Policy Overview Committee

Councillors on the Committee

Richard Lewis (Chairman)
Michael White (Vice-Chairman)
Beulah East, Labour Lead
Lynne Allen
Neil Fyfe
Raymond Graham
Richard Mills
Carol Melvin

Date: TUESDAY, 24 JULY 2012

Time: 7.30 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

**Meeting
Details:** Members of the Public and
Press are welcome to attend
this meeting

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further information.**

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This Agenda is available online at:

<http://modgov.hillingdon.gov.uk/ielistDocuments.aspx?CId=243&MId=1402&Ver=4>

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About this Committee

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Deputy Chief Executive's Office and Finance and Resources Directorate and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider performance reports and comment on budget and service plan proposals for the Deputy Chief Executive's Office and Finance and Resources Directorate.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

Terms of Reference

The Constitution defines the terms of reference for Policy Overview Committees as:

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within their remit (before they are taken by the Cabinet);

Policy Overview Committees will not investigate individual complaints.

This Committee performs the Policy Overview role in relation to the following services:

1. human resources and personnel service;
2. e-Government and ICT;
3. democratic services;
4. legal services;
5. the Council's property portfolio, including property and asset acquisition and disposal, and capital programme;
6. corporate finance, including:
 - a. development of a medium term budget strategy;
 - b. scrutiny of the Council's management of its resources;
 - c. reviewing the operation of the Council's financial rules making proposals to the Cabinet and/or Council for their development
7. the Council's overall performance and corporate improvement work particularly in relation to the Comprehensive Performance Assessment and Corporate Assessment;
8. economic development and single regeneration budget;

9. the Local Strategic Partnership and Community Strategy;
10. Local Area Agreement;
11. community partnerships and the Council's voluntary sector strategy;
12. corporate aspects of diversity & equalities policy;
13. Best Value;
14. any other cross-cutting portfolios that might be created and any functions not included within the remit of the other Policy Overview Committees.

Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes of Meeting held on 13 June 2012 (**Pages 1-2**)
- 4 Exclusion of Press and Public
To confirm the items of business marked Part I will be considered in public and that the items marked Part II will be considered in private.
- 5 Budget Planning Report for Central Services 2013/14 (**Pages 3-6**)
- 6 First Major Review - Community Cohesion (**Pages 7-12**)
- 7 Work Programme 2012/13 (**Pages 13-16**)
- 8 Forward Plan (**Pages 17-20**)

Minutes

**Corporate Services and Partnerships
Policy Overview Committee
Wednesday 13 June 2012
Meeting held at Committee Room 5 - Civic
Centre, High Street, Uxbridge UB8 1UW**



	<p>Members Present: Councillors Richard Lewis (Chairman), Lynne Allen, Beulah East, Neil Fyfe, Raymond Graham, Richard Mills and Brian Stead.</p> <p>Apologies: Councillors Carol Melvin and Michael White (Councillor Brian Stead substituting)</p> <p>Officers: Khalid Ahmed (Democratic Services Manager).</p>
2.	<p>MINUTES OF THE MEETING HELD ON 18 APRIL AND 10 MAY 2012</p> <p>Agreed as accurate records.</p>
3.	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>It was agreed that all items of business would be considered in public.</p>
4.	<p>CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE – REVIEW TOPICS 2012/13</p> <p>Discussion took place on possible review topics for the Committee for the forthcoming Municipal Year.</p> <p>Reference was made to a possible review looking at the external funding / grants which Council departments bid for and the success of this bidding. The Chairman acknowledged that at this stage it would be more beneficial for Members to receive a report and a brief presentation from officers at a future meeting on this area, rather than undertaking a review.</p> <p>Members had a brief discussion on the Voluntary and Community Sector and asked that officers be invited to a future meeting to talk about the impact the recession has had on this important sector, and the impact on the Council.</p> <p>Members were informed that the data from the Census 2011 would soon be released, and a possible review could be the Committee looking at this data in relation to the planning and the delivery of Council services. It was agreed that this be the Committee's second review topic for later in the Municipal Year.</p> <p>An area which this Committee looked at in 2007/8 was</p>

BUDGET PLANNING REPORT FOR CENTRAL SERVICES 2013/14

Contact Officer: Gemma McNamara
Telephone: 01895 277762

REASON FOR ITEM

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work with regard to Central Services. Within the context of the Council's overall financial position, this paper sets out the main financial issues facing the Group's services and the work being undertaken to respond to them. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2013 will need to be considered.

OPTIONS AVAILABLE TO THE COMMITTEE

It is recommended that the Committee notes the development of the financial planning process undertaken to date, and comments as appropriate on the response to the issues being developed by the Group.

INFORMATION

- 1 This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2013/14. The focus of this report is the major issues that have been identified through the service and financial planning process for Central Services. The report to be considered in January 2013 will set out the detailed budget proposals for the Group, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 20 December 2012.

Corporate Summary

- 2 While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
- 3 The Comprehensive Spending Review 2010 set out the financial challenge facing local government over the following four year period and cuts were heavily front loaded in the first two years. However, it has since become apparent that the estimates on which the CSR was based were over optimistic and it is now highly likely that the period of austerity will continue for a significantly longer period. The budget report to Council in February 2012 identified the savings requirement for 2013/14 as £12.1m and work is currently underway to refresh this figure. However,

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the new two year local government settlement is not due to be published until late autumn and so the final funding position will not be clarified until then.

- 4 In addition, there is significant other uncertainty within the budget for next year:
- the responsibility of public health is being transferred to local government on 1 April 2013;
 - council tax benefit is being abolished from 1 April 2013 and is being replaced with a new local support scheme with an immediate 10% cut in funding;
 - a reform of education funding is also in progress due to be implemented from 1 April 2013; and
 - the allocation of local government funding is being reformed through the business rates retention scheme.
- 5 Alongside this, any emerging pressures which arise throughout this financial year which will have to be provided for in next year's budget. The budget gap will be monitored throughout the year and the budget strategy adjusted accordingly to ensure that a balanced budget for 2012/13 can be set.

Strategy to deal with the budget gap

- 6 The Council is strongly placed to deal with the challenges ahead. We have a good track record of coming in or under budget each year and have accumulated balances of £23.3m by the end of 2011/12. We have a well established HIP programme that has helped steer the Council from a position of having low balances to one of having healthy balances at the same time as dealing with significant external challenges. This has been enhanced by the development of the BID programme as the main vehicle for delivering the fundamental changes required to the Council's structure and ways of working in order to address the reductions in funding going forward.

MTFF process update

- 7 The timetable for the budget process was refreshed earlier this year. The first MTFF sessions with Groups took place during late June and early July to review the detailed budget proposals developed by each group. Progress on the development and delivery of these proposals will be monitored monthly by CMT and the Leader of the Council throughout the remainder of the year.

Timetable for 2012/13 Budget

- 8 The broad timetable is as follows:

Process	Timetable
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Monthly BTB updates (March 12 to Feb 13)	Monthly
Monthly Leader MTFF updates (March 12 to Feb 13)	Monthly
MTFF Reviews (1) Initial Scoping sessions with Heads of Finance and Transformation Manager	March
Initial Scoping meeting with Leader	May/June
MTFF BID Proposals – Firm up plans on cross cutting BID Initiatives	May/June
MTFF Review (2) – 1st Challenge Session	June / July
Initial Draft MTFF Report to Leader	End July
POC Reviews – Context of 2013/14 Budgets	July
MTFF Review (3) – 2 nd Challenge Session	September
Second Draft MTFF Report to Leader	Early October
Joint CMT and Cabinet Awayday	October
Draft Local Government Finance Settlement	November/December
Draft MTFF reported to Cabinet	December
POC review of draft Group Plans and budget proposals	January
Council Tax setting	February

Budget Planning in Central Services

Summary of Key Financial Issues

- 9 Central Services were given a savings target for 2012/13 of £1.781m and are well on track to deliver this amount. The bulk of the savings identified were implemented in 2011/12 which led to a significant underspend of £469k at the year end and also has resulted in £1.603m of the savings target of £1.781m already being banked. These proposals include restructures within the Policy, Performance and Partnerships and Accountancy teams and also a full review of the provision of training within Human Resources.
- 10 For Central Services for 2013/14, proposals have been developed and have been reviewed as part of the MTFF process. These proposals include several savings which are as a result of the full year effect of 2012/13 proposals and are currently in the process of being implemented. These proposals focus on Human Resources and Finance and Procurement, both of which have been going through further BID reviews.
- 11 Budgets continue to be monitored throughout the year to ensure that any expenditure is appropriate and essential and that controls are in place to challenge spend. Reviews of income streams are ongoing, particularly with regard to schools buy in of services.

Next Steps

- 12 The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 20 December 2012 and issued for consultation during the remainder of December 2012 and January 2013. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

SUGGESTED COMMITTEE ACTIVITY

Consider whether there are suggestions or comments the Committee wish to make.

BACKGROUND PAPERS

The Council's Budget: General Fund Revenue Budget and Capital Programme 2012/13 – reports to Cabinet 16 February 2012 and Council 23 February 2012.

Community Cohesion within Hillingdon – First Major Review 2012/13

Contact Officer: Fiona Gibbs

Telephone: 01895 277035

REASON FOR ITEM

To enable the Committee to agree a scope for their review on aspects of Community Cohesion.

OPTIONS OPEN TO THE COMMITTEE

1. To consider the information provided on the presentation given by officers on Community Cohesion and request clarification if necessary.
2. To consider from the information received the scope of the review which the Committee wish to undertake
3. To ask officers to present a scoping report to the next meeting of the Committee.

INFORMATION

1) Purpose of this report

This Committee at its last meeting held on 13 June 2012 discussed possible topics for its major reviews for the forthcoming Municipal Year. One of the topics identified for a potential review was community cohesion.

The purpose of this report, therefore, is to provide guidance as to what community cohesion means within Hillingdon, to explore what is being done and what might be able to be done, to sustain and develop it, thereby supporting the POC in framing its review.

2) What is community cohesion?

Community cohesion is not a precise term and can be interpreted in many ways. Broadly speaking it is about a creating a sense of belonging, valuing diversity, tackling inequalities and promoting interaction to develop positive relationships within a community.

The Institute of Community Cohesion uses the definition:

“community cohesion is widely used to describe a state of harmony or tolerance between people from different backgrounds living within a community. Linked to the concept of social capital and the idea that if we know our neighbours and contribute to community activity then we are more likely to look out for each other, increase cohesion and minimise cost of dependency on institutional care”

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(Institute of Community Cohesion).

In addition community cohesion is about relationships within communities, and about addressing differences between people, that may sometimes cause division, misunderstanding or tensions that, in turn, affect the way that communities interact with one another and see themselves. This is not exclusive to ethnic or faith groups but can also include, for example, the perceptions of young people and anti-social behaviour or socio-economic differences and how they can influence social interactions and involvement in community life.

Therefore, some of the challenges (or risk factors) to community cohesion include:

- Rapidly changing demographics and diversity within localities.
- The perception of the fairness of allocation of resources and provision of services to meet the needs of the whole community.
- Socio-economic pressures on individuals, families and localities
- Inequality of opportunity for individuals to achieve in education and employment.
- Perceptions of crime and anti social behaviour within communities
- The influence of extremist groups within communities that can promote tensions and influence individual's perceptions of fairness and inequalities in communities.

Conversely, positive factors can build and strengthen community cohesion:

- Knowing and understanding who makes up our community and what their needs and concerns are.
- Positive engagement through social, sport and cultural activities
- Ensuring local people have a voice and a say in how services are delivered.
- Ensuring fair access to services.
- Open and transparent decision-making.
- Designing services that enable individuals to take responsibility for their own well-being.

3) Policy context

The Government has recently published its integration strategy: *“Creating the conditions for integration”*

This strategy outlines the Government's aim in promoting an integrated society, where everyone can play a full part in local and national life. Where people from different backgrounds treat each other with respect and contribute together. : *“integration is achieved when neighbourhoods, families and individuals come together on issues which matter to them”*

The strategy has outlined the key factors for integration as:

Common Ground : a clear sense of shared aspirations and values which focus on what we have in common rather than our difference.

Responsibility: a strong sense of our mutual commitments and obligations, which bring personal and social responsibility

Social mobility: people able to realise their potential to get on in life

Participation and empowerment: people of all backgrounds have the opportunities to take part, be heard and take decisions in local and national life

Tackling intolerance and extremism: a robust response to threats, whether discrimination, extremism or disorder that deepen division and increase tensions.

The Government highlight the link between community cohesion and integration, but issues relating to inequality and individuals experience are also important in enabling positive interaction and relationships in communities.

Hillingdon context

Hillingdon has become more diverse with many areas seeing the proportion of white and ethnic minority communities more evenly spread. At the same time the borough is experiencing increases in the number of young people and a growing older population.

The 2011 Census will provide a more detailed breakdown of our population.

The impact of the economic downturn inevitably places a strain on families and communities as resources are reduced and opportunities for employment and prosperity reduce. Threats from extremism and terrorism are still real and can cause conflict, tensions, prejudice and misunderstanding within communities.

Our approach, therefore, has been to understand what our community cohesion challenges are in Hillingdon and where in the borough, risks to community cohesion are greatest.

Equally important is to recognise where the positive contributions to community cohesion are taking place and promote greater opportunities for building on those positives and underpin the resilience within communities. Improving our knowledge of what works and what helps will reduce the risk.

Such as:

- Strong local leadership (political, community etc)
- Strong communication activity/strategy to engage with local communities
- Visible local initiatives
- Developing a local sense of civic pride
- Uniting local people on issues affecting the borough
- Strong partnership approach to local solutions
- Capacity building and sustainable approach to community engagement and community development which is inclusive and embraces the diversity of the borough

An earlier (2007) External Services Scrutiny Committee review of community cohesion made a number of recommendations including the importance of the council in taking a leadership role in promoting community cohesion in the borough with the involvement of local partners. Community cohesion has remained an annual agenda item for the committee since then.

In April 2009, the Strong and Active Communities Partnership was established as a theme group of the Local Strategic partnership –Hillingdon Partners, responsible for delivering upon the key priorities around strong and active communities, setting out a vision for Hillingdon to be: “A borough where communities are strong and cohesive and local people have a real opportunity to take an active part in local life, leisure and culture.” This was also linked to the then LAA.

The partnership has established strong working relationships between the Council and its partners in responding to local community cohesion issues and developing pro-active and positive models of community development activities and engagement.

The lead for facilitating the work of the partnership sits within the Partnerships Team in Central Services and the work very much relies upon the relationships established with local communities, voluntary sector and other statutory partners as well as other departments within the council to deliver this agenda.

The Strong and Active Partnership’s priority areas of work include:

i) Targeted local area partnership working

Themes:

- Participatory approaches to partnership working including identifying synergies with other theme group priorities e.g. reducing health inequalities and promoting health equalities, tackling crime and anti-social behaviour, improving outcomes for young people and economic development

- Bringing local agencies and organisations together to work in partnership for benefit of the local community
- Working with faith communities through Hillingdon Inter Faith network to build relationships and promote understanding
- Work with schools to promote involvement of young people and families

Targeted areas include: Yeading, Hayes, West Drayton, Yiewsley and Heathrow Villages. The priority areas were identified through a “community cohesion customer segmentation project” which took into account the demographic data of an area with shared partnership intelligence and included information on a variety of factors including anti-social behaviour, racist incidents, diverse communities, rapid change in communities, sports, leisure and community facilities, local knowledge and intelligence.

ii) To promote and increase residents involvement in leisure and cultural activities across the borough.

Themes:

Sports & Leisure : e.g Olympics

Culture & Arts : e.g Jubilee Celebrations, Hayes Carnival, Arts Week

Learning & Development : e.g Adult Learning, ESOL provision

iii) Monitoring of community tensions and local issues, working with partners to respond accordingly and appropriately and inform future priorities

Themes:

Preventing violent extremism

Monitoring Tensions : this work is required by the Home Office and CLG. The council and police share data and information and work together on tensions that impact on cohesion.

Examples of work in Hillingdon

Some examples of the positive work that is being undertaken in Hillingdon include:

- Hillingdon Improvement Programme workstreams in relation to Civic Pride and the borough’s Heritage
- Supporting local groups:
 - Voluntary sector support including core grants
 - Support for the Hillingdon Inter Faith Network.
 - Women in the Community Network
- Local Community Engagement including through Health Promotion
- Community engagement, Pride of Place and Town centres programmes
- Work with schools and the development of the Schools Community Cohesion Partnership.
- Libraries – community engagement activities

- Sport and Leisure programmes
- Adult Education – community adult learning and ESOL provisions
- Customer Engagement activities

Conclusion

Achieving community cohesion is dependent upon a complex set of factors that impact upon individuals and community interactions. These factors include: establishing a sense of belonging, pride and aspiration, and identity with their local area and promoting a sense of fair treatment and equality of opportunity to achieve, in education and employment and wellbeing in life. Therefore, achieving community cohesion outcomes relies upon a joined up and co-ordinated approach across all aspects of the council's services as well as with other local partners and local communities.

Hillingdon's approach reflects that complexity and draws together council services, other local statutory partners, voluntary sector and local communities with a shared set of actions based upon a core focus around promoting engagement, education, empowerment and active involvement.

Possible areas for the Committee to look at as part of their review

The Committee may wish to consider:

- Exploring how services are working in order to mitigate community cohesion risk factors and build upon the positives that underpin resilience in communities e.g ensuring local services meet local needs, understanding equality impacts etc
- Reviewing evidence that supports current activities
- Hearing from local organisations and community leaders and other Partners as to their perceptions and views.
- How, in times of austerity, can the Council best direct its effort to maximise impact in terms of community cohesion.

The Committee may wish to consider inviting as witnesses:

- Carole Jones, Chair of the Strong and Active Communities Partnership and local Head Teacher with relevance to the wider partnership work and also work with schools and families.
- Duncan Struthers as the Chair of Hillingdon Inter Faith Network with regards how we are working with and improving relations between local faith communities.
- The Council's Stronger Communities Officer, who leads in this area of work.
- Representatives from community services e.g libraries, adult education, leisure, health promotion, arts and culture etc.

Agenda Item 7

WORK PROGRAMME 2012/13

Contact Officer: Khalid Ahmed
Telephone: 01895 250833

REASON FOR ITEM

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

OPTIONS AVAILABLE TO THE COMMITTEE

1. To confirm dates for meetings
2. To make suggestions for future working practices and/or reviews.

INFORMATION

All meetings to start at 7.30pm

Meetings	Room
13 June 2012	CR 5
24 July 2011	CR 5
18 September 2012	CR 3
16 October 2012	CR 5
13 November 2012	CR 6
15 January 2013	tbc
26 February 2013	tbc
28 March 2013	tbc
30 April 2013	tbc

Corporate Services & Partnerships Policy Overview Committee

2012/13 DRAFT Work Programme

Meeting Date	Item
13 June 2012	Corporate Services & Partnerships Policy Overview Committee Review Topics 2012/13
	Work programme for 2012/13
	Cabinet Forward Plan

24 July 2012	Budget Planning Report for Central Services
	First Major Review in 2012/13 - Scoping Report
	Work Programme
	Cabinet Forward Plan

18 September 2012	First Major Review in 2012/13 Witness Session 1
	Update on the implementation of recommendations of previous POC reviews
	Cabinet Forward Plan
	Work Programme

16 October 2012	First Major Review in 2012/13 – First Review Witness Session 2
	Cabinet Forward Plan
	Work Programme

13 November 2012	First Major Review in 2012/13 – First Review Draft Final Report
	Cabinet Forward Plan
	Work Programme

15 January 2013	Budget Proposals Report for Central Services 2013/14
	Voluntary Sector Core Grants 2013/14
	Second Major Review in 2012/13 – Scoping Report
	Cabinet Forward Plan
	Work Programme

26 February 2013	Second Major Review in 2012/113 – Witness Session 1
	Cabinet Forward Plan
	Work Programme

28 March 2013	Second Major Review in 2012/13 – Witness Session 2
	Cabinet Forward Plan
	Work Programme

30 April 2013	Second Major Review in 2012/13 – Draft Final Report
	Cabinet Forward Plan
	Work Programme

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Cabinet Forward Plan

Contact Officer: Khalid Ahmed
Telephone: 01895 250833

REASON FOR ITEM

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

OPTIONS OPEN TO THE COMMITTEE

1. Decide to comment on any items coming before Cabinet
2. Decide not to comment on any items coming before Cabinet

INFORMATION

1. The Forward Plan is updated on the 15th of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

SUGGESTED COMMITTEE ACTIVITY

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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The Cabinet Forward Plan

Period of Plan: July 2012 to October 2012

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
Cabinet - 26 July 2012									
780	Localisation of Council Tax Support	The Local Government Finance Bill 2012 sets out the Government's intention to localise support for Council Tax. The Statement of Intent published on 17 May 2012 gives local authorities the ability to consult prior to the laying of this legislation. Cabinet approval will sought to consult on the Local Support Scheme for Hillingdon.	N/A		Cllr Jonathan Bianco	CS - Paul Whaymand			NEW
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the council's revenue and capital position.	All		Cllr Jonathan Bianco	CS - Paul Whaymand			
SI	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	Democratic Services			
Cabinet Member Decisions - August 2012									
763	Award of Contract for the collection, counting and banking of cash and cheques from all necessary LBH sites as required	Cabinet Members will be asked to award a contract for cash/cheque collection, counting and banking services for the Council.	N/A		Cllr Jonathan Bianco and Cllr Seaman-Digby	CS - Annette Reeves	Corporate Procurement		
Cabinet - 27 September 2012									
768b	Carbon Reduction Committee (CRC) Energy Efficiency Scheme - Purchase of Carbon Allowances	Cabinet will be asked to approve the purchase of allowances to cover carbon emissions regulated by the CRC Energy Efficiency Scheme. An earlier purchase was made at the June 2012 Cabinet. This is the final purchase for the current financial year.	Various		Cllr Jonathan Bianco	PEECS - Steve Smith			NEW
Cabinet - 25 October 2012									
762	Extension of Banking Services Contract	The Council signed a 3 year contract with HSBC Bank Plc effective from 1 April 2010, with an option to extend for a further 2 years. This report to Cabinet will review that option.	N/A		Cllr Jonathan Bianco / Cllr Scott Seaman-Digby	CS - Annette Reeves			

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