



HILLINGDON
LONDON



Corporate Services and Partnerships Policy Overview Committee

Date: THURSDAY, 5 JANUARY
2017

Time: 7.30 PM

Venue: COMMITTEE ROOM 4 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

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

Councillors on the Committee

Scott Seaman-Digby, Chairman of the
Corporate Services & Partnerships Policy
Overview Committee (Chairman)

Richard Mills, Sports Champion (Vice-
Chairman)

Tony Burles

Wayne Bridges, Chairman of the Social
Services, Housing & Public Health Policy
Overview Committee

Duncan Flynn

Narinder Garg

Raymond Graham

Henry Higgins, Chairman of Executive
Scrutiny Committee

Robin Sansarpuri

Published: Friday, 23 December 2016

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Lloyd White

Head of Democratic Services

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About this Committee

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Administration and Finance Directorates 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 and comment on budget and service plan proposals for the Administration and Finance Directorates.

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.

To perform the policy overview role outlined above in relation to the following matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Energy use and carbon reduction
17. Health & Safety
18. Any functions not included within the remit of the other Policy Overview Committees
19. Cross-cutting reviews that cover the remit of other Committees

Agenda

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Minutes

CORPORATE SERVICES AND PARTNERSHIPS POLICY OVERVIEW COMMITTEE

29 November 2016



Meeting held at Committee Room 4 - Civic Centre,
High Street, Uxbridge UB8 1UW

	<p>Committee Members Present: Councillors Scott Seaman-Digby (Chairman), Richard Mills (Vice-Chairman), Wayne Bridges, Tony Burles, Duncan Flynn, Narinder Garg, Raymond Graham, Henry Higgins and Robin Sansarpuri (Labour Lead)</p> <p>Also Present: Mr Robert Peasnell, Managing Director of TMP Worldwide</p> <p>LBH Officers Present: Melissa Sage (Head of Category Management), Mike Talbot (Workforce and Organisational Development Manager), Luke Taylor (Democratic Services Officer) and Helena Webster (Community Engagement & Town Centres Team Leader)</p>
17.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
18.	<p>DECLARATIONS OF INTEREST (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
19.	<p>MINUTES OF THE MEETING HELD ON 26 SEPTEMBER 2016 (<i>Agenda Item 3</i>)</p> <p>The minutes of the meeting held 26 September 2016 were agreed.</p>
20.	<p>EXCLUSION OF PRESS AND PUBLIC (<i>Agenda Item 4</i>)</p> <p>It was agreed that all items of business would be considered in public.</p>
21.	<p>HR RECRUITMENT PROCESS (<i>Agenda Item 5</i>)</p> <p>At the meeting of Committee held on 26 September 2016, approval was given to this Committee's next review topic on the Human Resources Recruitment Process.</p> <p>The Council's Workforce & Organisational Development Manager attended the meeting and Mr Robert Peasnell, Managing Director of TMP Worldwide, was in attendance at the meeting to speak at the Committee's first witness session. TMP Worldwide is a resourcing business that helps organisations recruit and retain staff across various industries, including the public sector.</p> <p>Mr Peasnell addressed the Committee, confirming that, despite a brief impact on the market, Brexit had not made a huge change to the market, where there were still more job seekers than vacancies.</p>

Mr Peasnell confirmed it was important for Hillingdon Council to be involved in the market to secure workers who wished to move on in the future. To do this, the Council must find ways to consistently make itself desirable to potential employees.

Advertising

Members heard that the more progressive employers in the market are now defining their offer to staff, differentiating themselves from other employers and improving their brand and reputation.

Articulating this brand was vital, and recently there has been a shift from paid advertising to social media and other online sites such as Youtube and LinkedIn. These avenues give the Council an opportunity to improve visibility, and progressive employers are using videos and short films to show what a working day in their business is like.

Members agreed the need to improve the brand of Hillingdon Council, but understood this was a more difficult task for public sector employers. At times there is little to differentiate between Councils outside of location and pay. The Council's Workforce and Organisational Development Manager confirmed that in the past, Hillingdon had used learning or development as a means to be different, and cited the Child/Social Care Work Progression Scheme as an example, where staff could work through a development scheme at their own pace to achieve a qualification. Developing Hillingdon's unique selling point is vital to recruitment, and Heathrow Airport could be a useful asset in this regard.

Reaching Appropriate Candidates

The Committee were told of the importance to building a talent pool of prospective candidates who showed interest in roles, thus reducing the need for paid advertising. One possible way of widening this talent pool is by reaching out to former employees or those who worked with the Council or lived in the Borough. By doing this, the day-to-day reality of being an employee of Hillingdon Council is shared more accurately, and those applying for jobs will be keener to do the role, and potentially perform higher, as they have a better understanding of what the role entails.

Websites, such as 'Glassdoor', also allow the Council to tap into another network. These sites allow workers to rate their employer, and have become very prevalent in the private sector; Deloitte has stopped exit interviews altogether and now asked former staff to rate them online instead. The Council could claim their profile online, and open new doors to advertise the brand, as well as painting an accurate picture of what it is like to work at Hillingdon Council. These perceptions give a more consistent and authentic feel to recruitment, and along with the rise of advocacy among staff members, which could be improved with incentives such as referral bonuses.

Paying staff members to recruit can be controversial, although it often results in staff who fit the business culturally and improved staff retention, as those recruited have a more authentic idea about the role they apply for. Staff referral bonuses are popular among the private sector, with Microsoft recruiting around 60% of its employees from referrals, and TMP Worldwide see it as an important recruiting method.

Recruitment, however, must also remain visible, and referrals can create problems with diversity. Others find cash rewards unpalatable, and look to other drivers to encourage

referrals, such as learning opportunities, more annual leave, or donations to charity, but referrals do paint accurate pictures of what it is like to work at an employer, and also aid staff retention rates, which are much higher in the private sector than public sector.

The Committee commented on setting up an alumni network, and stated that other Councils used leavers, residents from the area, community leaders or professionals, such as teachers or doctors, to reach out on their behalf and create a network to recruit from. LinkedIn would also provide a helpful tool in doing this, and Members asked whether it was possible to actively find and manage an alumni network such as this to help put out information about the Council and its job opportunities. (*Action to be taken by Mike Talbot, Workforce & Organisational Development Manager*).

One issue raised by the Workforce and Organisational Development Manager was that there is currently not enough data on leavers from the Council, and non-voluntary leavers' opinions may be very different to those who left the organisation voluntarily or moved onto new careers. Since January 2016 the Council has operated an anonymous exit survey, but it is difficult to tap into alumni before that date.

Video Content and Online Targeting of Employees

Responding to Councillors' questioning, Mr Peasnell confirmed that leading brands that use video content to help recruitment often upload them to their website, but can also use Youtube or other more targeted sites to get the information out, such as sending out embedded videos to prospective candidates. One further way to target recruits was by tapping into the personalisation of websites and using targeting adverts. Many sites now host adverts that use cookies to understand what websites a user has been looking at; perhaps this could be used to use these adverts to push the Council's recruitment process to those who have been looking for employment. TMP Worldwide are currently using a similar technique on the AA website.

Other Forms of Recruitment Outside Social Media

Members raised concerns about those members of the public who may not have access to, or be computer literate, and said that the Council must also continue to use magazine adverts and word of mouth to recruit. Mr Peasnell commented that the internet is only a part of the recruitment process, and it was vital for the Council to continue using JobCentre Plus, newsagents, community leaders, and other local methods to approach all possible employees.

The Workforce and Organisational Development Management confirmed there were contingency plans in place for those without internet access, but more people were becoming computer literate in today's world, and it was a vital way to improve recruitment. Some roles, however, would have a different type of application to the online application that the Council currently employs, and many of these would be through agencies.

Interviews and Appointments

The Workforce and Organisational Development Manager confirmed interview may vary, and for more senior levels these can be a series of meetings, while Skype can also be used for overseas applicants on occasions, although face-to-face interviews are preferred where possible. The Council also consulted with Trade Unions about the possibility of two-tier interviews. Applicants are made aware of the application process when applying, but the process may still be streamlined to make it quicker and try to

prevent delays that result in applicants being recruited by other employers. Follow-up calls are also vital to keep interest of applicants in case another candidate turns down the position.

Members asked about the percentage of those employed that do not make it through the six-month probation period, and the Workforce and Organisational Development Manager commented that this was considered the failure rate of recruitment. The probation period is target-based, and therefore those who did not make it through probation would have fallen below a standard level of expectations.

The Chairman asked for Councillors to feedback their thoughts on the recruitment process to the Workforce and Organisational Development Manager before the end of January to ensure they were in writing before the end of the review.

- **RESOLVED: That the Committee noted the report and officers be asked to progress the actions outlined above for the next meeting.**

22. **TOWN CENTRES SCHEME UPDATE** (*Agenda Item 6*)

The report on the Town Centres Scheme from the previous meeting was intended to provide the Committee with oversight of the extensive programme of work on which the Council is engaged to enhance Hillingdon's town centres in the period leading up to 2018.

The Community Engagement and Town Centres Team Leader attended the meeting to present the report to Committee and answer any queries, as well as answering those questions raised at the previous Committee meeting.

Members commented that the scheme had led to investment, higher occupancy rates and big brands moving into local Wards, but one of the Members observed that in the case of Northwood Hills Town Centre improvements, there had been an exasperation of congestion at the Northwood Hills Circus Roundabout. Officers confirmed that this was a consequence of the Town Centre scheme, being affected by the opening of the Heathrow Aviation Engineering University Technical College in September 2014. This new education facility for 14-19 year olds has a catchment area of a 12 mile radius of Northwood Hills, leading to peak time traffic implications which are currently under review as a traffic planning matter as part of the school's planning consent.

The Committee asked if in the future, these issues could be better understood and appreciated by all stakeholders. It was confirmed that S106 traffic surveys and school travel plans are being looked at to ascertain and mitigate impact on Northwood Hills Town Centre.

The Committee asked whether the surveys on the Town Centres Scheme were shared with Councillors, and it was determined that they were sent to all Ward Councillors. The Chairman asked that future evaluations could be shared with him for information.

Councillors heard that money has been spent on tree pits to give the area a more permeable surface. Previously trees were planted in subterranean "boxes" formed of concrete, but the tree pits keep trees healthier, as well as helping drainage. Public transport and cycle lanes have been improved from the Uxbridge Road to Hayes and Harlington Station, and more rubbish bins have been positioned in towns, to help with environmental improvements.

	<p>Members were informed that the take-up of shop grants increases over time. At first the take-up can be slow in some areas, but once one shop applies for a grant, others often follow suit. The Council asks for feedback on the grants scheme which has helped the scheme be administered and payments can now be staged, and instead of being paid retrospectively, quotes are now sourced and managed before businesses are invoiced.</p> <ul style="list-style-type: none"> - RESOLVED: That the report be noted and future evaluations be shared with the Chairman by the Community Engagement and Town Centres Team Leader.
23.	<p>PROCUREMENT ACTIVITY AND FORWARD PLAN ON CONTRACTS (<i>Agenda Item 7</i>)</p> <p>The Head of Category Management attended the meeting to provide a verbal update on Procurement Activity and the Forward Plan on contracts, providing Members with a report at the meeting.</p> <p>The Committee heard that there have been a number of changes to the Procurement Team over recent months, with the new intention of the team to analyse the market and look at competing ideas to come up with strategic views for future projects. There are more accurate records now being kept, with a database confirming the start and end dates of contracts, and staff members have more training, including the opportunity to study for a professional qualification.</p> <p>Members were informed that the Council have a flexible approach to tenders, taking money into account but also focussing on quality where necessary. Cost may be important in purchasing stationary, but social care tenders focus on quality; where the Council have a duty of care on essential services, quality is always the overriding factor.</p> <p>Councillors asked that a quarterly report on Procurement Activity and the Forward Plan on Contracts be brought before the Committee in the future as an update item.</p> <ul style="list-style-type: none"> - RESOLVED: That the report be noted and a quarterly report on Procurement Activity and the Forward Plan on Contracts be brought before the Committee.
24.	<p>FORWARD PLAN (<i>Agenda Item 8</i>)</p> <ul style="list-style-type: none"> - RESOLVED: That the Forward Plan was noted.
25.	<p>WORK PROGRAMME 2016/2017 (<i>Agenda Item 9</i>)</p> <p>Members discussed the possibility of moving the meeting currently scheduled on 7 February 2017 to 2 February 2017.</p> <p>The Committee asked for an update on progress made in relation to the Heathrow Business Rates review at the February meeting.</p> <p>Councillors requested that they be contacted with regards to future update items that are scheduled for future meetings.</p> <p>Members agreed to add an update item on Procurement Activity and the Forward Plan</p>

	on Contracts to the work programme on a quarterly basis.
	The meeting, which commenced at 7.30 pm, closed at 8.51 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Luke Taylor on 01895 250693. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.



Corporate Services and Partnerships Policy Overview Committee Major Review 2016/17

Recruitment & Selection - Recommendations

1. Introduction

- 1.1 Following the POC witness session held on 29 November 2016, the following recommendations have been compiled summarising some of the developments already in progress within the Council, some of the Members suggestions, and the ideas presented by Robert Peasnell, Managing Director of TMP Worldwide, in his presentation on 'Leading Edge Recruitment'.

2. Sustaining Competitiveness in the Recruitment Market

- 2.1 The London Borough of Hillingdon is not only competing in the workforce market against other councils, but also against other public sector bodies, not-for-profit organisations, and increasingly, private sector companies. To ensure we are able to recruit high-calibre candidates it is essential that we are able to position ourselves competitively and attractively as an employer. While salary and remuneration remain important considerations, research continues to demonstrate that other factors significantly determine which organisation an applicant chooses to apply and work for.
- 2.2 A key opportunity for the Council is to define and articulate our 'employer brand' so that we are able to clearly differentiate ourselves in the recruitment market. We have successfully produced an 'employer brand' for social worker recruitment and it is recommended that this work is replicated to produce a corporate employer brand which attracts candidates who would embrace the Council's vision, culture and values.
- 2.3 Due to our process of national negotiation of terms and conditions (T&C's) of employment, the public sector often incurs workforce costs, for example pension contribution overheads, which the private sector would not be subject to. However, these nationally negotiated T&C's are often a source of differentiation. For example, few private sector companies would offer the level of holiday leave or pension contributions available to our employees. It is therefore recommended that the

Council develop what is known as a 'Total Reward' approach to recruitment marketing which involves not only advertising remuneration but also the total worth of the recruitment package. In effect we may be offering a similar salary to a competitor, but offering much more in additional holiday entitlement, pension contributions and other benefits. This should be clear to applicants.

- 2.4 Social media is becoming increasingly important in recruitment. Through sites such as 'Glassdoor', applicants are able to research companies and hear from existing employees about the realities of working for a particular employer. It is therefore recommended that the Council develop and implement a social media recruitment strategy, not only focused on advertising vacancies but also promoting and managing our online reputation and employer brand.
- 2.5 Developing 'internal advocacy', where employees act as 'ambassadors' and promote their own organisations, is an extremely powerful recruitment marketing tool. It is recommended that we develop internal advocacy and reinforce this through introducing a recruitment referral scheme.
- 2.6 Increasingly, video media is helping to differentiate between potential employers and embedded video is very compelling to certain applicants. It is recommended that our recruitment web pages should be reviewed and video content enhanced to include 'vox pops' of current employees, recruiting managers, residents and other stakeholders.
- 2.7 Overall, the intention of enhancing the Council's workforce brand, developing our online presence, especially around social media, and focusing on the development of an extremely interesting jobs page, is to reduce the reliance upon paid-for recruitment advertising. We know that the majority of job searches begin online and we should maximise our presence and the quality of our content to be an extremely 'eye-catching' prospective employer.

3. Creating 'Talent Pools' of Potential Employees

- 3.1 Currently, the Council's approach to recruitment is relatively reactive, with job roles advertised as they become vacant. It is possible to take a more proactive approach and 'nurture' prospective applicants so as soon as a vacancy arises there is a pre-existing 'talent pool' of interested candidates. Again, social media is enabling easy development of groups and communities and provides various ways of maintaining communication with prospective talent pools.
- 3.2 It is recommended that an Alumni Network talent pool is developed and the Council maintains social media communication with former employees who may be interested in returning to work for us.
- 3.3 The Council will begin an extensive recruitment campaign for apprenticeships for 2017/18. It is recommended that all apprentices are considered a 'talent pool' and a workforce planning process is put in place to ensure successful and high-performing apprentices have opportunities for employment with the Council once their apprenticeships come to an end.
- 3.4 The most obvious pool of talent available to the Council is that of its existing employees and internal succession provide the most cost-effective 'recruitment'

solution. It is recommended that a Workforce Succession Plan is put in place for all key positions across the Council.

4. Ensuring Selection of High-Calibre Applicants

- 4.1 Candidate selection is potentially one of the more strategic decision-making processes a manager will engage in. Poor selection can have an extremely negative impact on performance, productivity, team morale and overall service delivery. Correcting poor selection can lead to painful, time-consuming and extremely costly capability processes. However, good candidate selection can be the opposite, and a 'great hire' can go on to be a top performer and an asset for the Council for many years. It is essential that we equip managers with the tools to ensure that they select the right candidate.
- 4.2 All selection decisions should be related to the criteria outlined within the 'person specification' section of the job description. All selection decisions are ultimately subject to the scrutiny of an Employment Tribunal and so should be made as fairly, objectively and equitably as possible. The quality of job descriptions is essential to being able to justify a sound selection decision. Currently, the standards are not consistent and no central management of job descriptions is conducted. It is recommended that the Council considers introducing a centralised job description library. A set of relevant and consistent interview questions should also be associated with each job description.
- 4.3 Recruitment is not solely based on skills and experience. It is important that we also recruit people who exhibit the desired behaviours to help us deliver our organisational objectives. The Council's competency framework defines the behaviour expectations of its managers and staff. This framework forms part of the person specification criteria and so selection decisions are made against the competency framework. This framework has not been reviewed for over ten years and the Council has been through unprecedented change during this time. It is recommended that a review of the competency framework is conducted to ensure that the behaviours described remain relevant and desirable to the Council in the current climate.
- 4.4 Similarly, it is important to recruit people who share similar values to the Council, for example every one of our employees should be service-focused and be passionate about putting our residents first. Recruitment based on shared values is an example of 'culture-fit' and research demonstrates that high performing organisations ensure that candidates are suitable culturally, as well as having the requisite skills and knowledge. It is recommended that 'culture-fit' selection techniques are introduced to the recruitment process.
- 4.5 Occupational 'testing' can augment the interview process to improve selection decision-making during recruitment. For example, if a role requires high levels of accuracy then this cannot be determined by asking a question at interview. However, an online accuracy test can allow a candidate to demonstrate accuracy skills and provide an objective selection score. It is recommended that occupational testing is introduced for relevant roles to ensure better selection decision-making.

5. Enhancing Internal Processes

- 5.1 Candidates rarely apply to a single employer and the applicant's experience of the recruitment process is often a contributing factor in which employer they eventually choose. Frustrations and delays during recruitment often make candidates reconsider working for a particular employer. It is therefore important that we continue to develop our internal processes to ensure the recruitment experience is positive.
- 5.2 The Council's e-recruitment platform will receive a system upgrade in early 2017/18 aimed at improving the user-interfaces for both applicants and recruiting managers. It is recommended that all managers involved in recruitment are re-trained on the new system together with refresher training on selection methods and equalities.

6. Evaluation of Recruitment Success

- 6.1 It is important that we are able to continuously monitor the effectiveness of our recruitment processes and evaluate the success of investment in new initiatives.
- 6.2 It is recommended that a 'scorecard' of key recruitment and selection performance indicators are agreed and reported quarterly as part of the Council's business performance monitoring process to ensure that the recruitment process is both effective and efficient. This would include data such as 'time to recruit', exit interview analysis and cost per hire.
- 6.3 It is also recommended that an analysis of the recruitment selection process is conducted as part of the sign-off of the probationary process to evaluate the correlation between recruitment processes and the eventual performance of the recruited employee.

7. Summary of Recommendations

- 7.1 Develop the Council's employment brand.
- 7.2 Introduce a Total Reward approach to advertising total worth of recruitment package.
- 7.3 Implement a social media recruitment strategy.
- 7.4 Create an 'internal advocacy' culture reinforced by an Employee Referral scheme.
- 7.5 Enhance video media on the Council's job pages.
- 7.6 Develop an Alumni Network enabled by social media.
- 7.7 Create an Apprenticeship Talent Pool to ensure talented apprentices have opportunities to maintain employment within the Council.
- 7.8 Develop a workforce succession plan for all key roles.
- 7.9 Explore the implementation of a centralised Job Description Library to support consistent selection processes.

- 7.10 Conduct a review of the current Competency Frameworks.
- 7.11 Introduce 'culture-fit' and values-based recruitment techniques into the recruitment process.
- 7.12 Introduce occupational selection testing for recruitment to key and relevant roles.
- 7.13 All recruiting managers receive training in 2017/18 on the new e-recruitment system, selection methods and equalities.
- 7.14 Agree and report key recruitment and selection performance indicators.
- 7.15 Introduce an evaluation of recruitment and selection as part of the probationary period sign-off process.

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Agenda Item 6

2017/18 BUDGET PROPOSALS REPORT FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE

Contact Officer: Andy Evans
Telephone: 01895 250994

REASON FOR ITEM

To comply with the Budget and Policy Framework procedure rules, as part of the agreed consultation process for the General Fund revenue budget, Housing Revenue Account budget and Capital Programme for 2017/18, this report sets out the draft revenue budget and Capital Programme for 2017/18 for the services within the remit of the Corporate Services & Partnerships Policy Overview Committee, along with indicative projections for the following four years. Following consideration by Cabinet on 15 December 2016, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.

Cabinet will next consider the budget proposals on 16 February 2017, and the report will include comments received from Policy Overview Committees. At the meeting on 16 February 2017 Cabinet will make recommendations to Council regarding the budget and Council Tax levels for 2017/18, who will meet to agree the budgets and Council Tax for 2017/18 on 23 February 2017.

The Committee needs to consider the budget proposals as they relate to the Finance and Administration Groups and to the relevant service areas within the Resident Services Group, but within the corporate context and the constraints applying as a result of the aggregate financial position of the Authority.

OPTIONS AVAILABLE TO THE COMMITTEE

It is recommended that the Committee notes the budget projections contained in the report and comments, as appropriate, on the combined budget proposals put forward by the Finance and Administration Groups, and to the relevant service areas within the Resident Services Group, within the context of the corporate budgetary position.

INFORMATION

Background

1. The Council continues to operate within the constraints of the Government's deficit reduction programme, which has seen a sweeping reduction in central government funding since 2010/11 and is set to continue until at least the end of the decade. Alongside this reduction in funding, continuing demographic and demand pressures and a return to an inflationary environment over the medium term, will necessitate delivery of further substantial savings.
2. The last report to Cabinet on the budget was in February 2016, at which point the savings requirement for 2017/18 was estimated to be £18,464k. This has since been revised upwards to £19,388k, primarily as a result of increased inflationary pressure on the cost of Social Care placements. Taking account of the planned drawdown of £5,000k from General Balances, this

PART I – MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 5 January 2017

leaves a net savings requirement of £14,388k. The Autumn Statement in late November reaffirmed the overall level of funding for the Local Government sector in 2017/18, which combined with the Council's acceptance of the multi-year settlement offer in October, all but confirms the scope of this challenge.

3. Groups have been developing savings proposals sufficient to meet the externally driven budget gap and respond to increases in cost pressures. In addition to this work across directorates, a comprehensive review of the corporate elements of the budget has been undertaken since February, capturing funding, inflation and capital financing. During the early summer and again in the autumn, a series of challenge sessions were held to affirm the budget position. Each session followed a similar format reviewing:
 - The 2015/16 outturn, particularly any on-going issues arising.
 - The current position in 2016/17 - both monitoring and savings delivery.
 - Existing and emerging pressures which need to be addressed in the 2017/18 budget and forecasts for future years.
 - Progress on the development of savings proposals for 2017/18 and beyond.
 - Identification of any potential growth or invest-to-save bids.
 - Capital programme requirements.
4. The consultation budget collated the outputs from these sessions, with sufficient savings proposals developed to bridge the budget gap in 2017/18 without recourse to reductions in service levels or levying the Social Care precept, while freezing Council Tax for all residents for a ninth successive year and funding the freeze for older persons into a twelfth year in 2018/19.

The Budget and Policy Framework Procedure Rules

5. The consultation on the budget proposals commenced on 16 December 2016 following decisions taken by Cabinet on 15 December 2016.
6. There will be a further consideration by Cabinet of the budget proposals on 16 February 2017, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services and Partnerships Policy Overview Committee. Council will be requested to approve the Cabinet's proposals on 23 February 2017, and if approved without further amendment they will be effective immediately.

Corporate Summary

7. 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.
8. The budget proposals included in this report represent Cabinet's budget strategy for 2017/18 and beyond. The revenue budget proposals have been developed to deliver a zero increase in Council Tax for 2017/18 whilst maintaining balances and reserves at well above the minimum recommended level. The final funding settlement for 2017/18 will not be available until February and so the budget has therefore been drafted on the latest estimated position.

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9. The principal challenge in delivering a balanced budget for 2017/18 is the development of significant savings, with the savings requirement for 2016/17 originally being estimated at £18,464k. This has since been revised upwards to £19,388k, primarily as a result of increased inflationary pressure on the cost of Social Care placements. Taking account of the planned drawdown of £5,000k from General Balances, this leaves a net savings requirement of £14,388k.
10. The budget proposals presented to Cabinet in December are analysed below, with a £11,314k projected reduction in Government funding being off-set by increased Council Tax and Business Rates receipts of £4,638k to reduce the net reduction in resources to £6,162k. Inflationary pressures and growth in demand continue to drive up the savings requirement, with savings proposals of £14,388k presented in this draft budget.

Table 1: Headline Budget Requirement

	Movement from 2016/17 £'000	2017/18 Budget Requirement £'000
<u>Funding Sources</u>		
Council Tax and Business Rates Revenues	(3,368)	(158,513)
Collection Fund Surplus	(1,000)	(2,500)
Revenue Support Grant	9,918	(19,513)
Other Central Government Funding	1,396	(36,400)
Planned Use of General Balances	(784)	(5,000)
Total Resources	6,162	(221,926)
<u>Budget Requirement</u>		
Roll Forward Budget		228,088
Inflation	6,230	
Corporate Items	(1,266)	
Contingency	3,462	
New Priority Growth	(200)	
Savings Proposals	(14,388)	
Budget Requirement 2017/18	(6,162)	221,926
Surplus / (Deficit)	0	0

11. The development of savings proposals has continued to concentrate on more efficient service delivery methods, focusing on core services and by not creating new pressures by providing services that are no longer funded by Central Government. As previously noted, the Council's Business Improvement Delivery Programme is now well established and able to drive the delivery of these savings - evidenced by £12,152k of the £13,309k 2016/17 savings being either already banked or on track in Month 7 monitoring.
12. The draft General Fund Capital Programme for the period 2017/18 - 2021/22 proposes significant capital investment of £253,312k - containing funding to deliver a new theatre, museum and bunker visitor centre in Uxbridge, funding for a new playground renewal programme as well as bolstering investment in existing local infrastructure - including £3,000k for investment in local Highways during 2017/18.

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FINANCE AND ADMINISTRATION GROUPS BUDGET PROPOSALS

Summary of Key Financial Issues

13. The Administration and Finance Groups have proposed savings totalling £1,025k for 2017/18. The savings are a combination of reviews of staffing structures, service efficiencies and zero based budgeting, and are based on maintaining current service levels. Of the total savings proposals, £162k relate to the full year effect of savings made in 2016/17.
14. The Administration and Finance directorates largely provide support functions and as such the demand on these services is driven by the Council's front line services. There is therefore a limit to the extent to which these support services can be reduced whilst continuing to respond to the same level of service demand. This has been achieved to date through business process reengineering in order to improve productivity and through prioritising activity on our core business. It is anticipated that this approach will continue to facilitate savings in future years, in conjunction with developments in ICT and efficiency gains in the services being supported through the Council's Business Improvement Delivery (BID) programme.

Group Revenue Budget 2017/18

15. The movement between the current year's budget and the draft budget for 2017/18 is summarised in Table 2 below.

Table 2: Group Revenue Budget 2017/18

	Administration	Finance
	£'000	£'000
Operating Budget 2016/17	9,197	13,465
Inflation	74	132
Corporate Items	0	0
Contingency	0	(50)
Priority Growth	0	0
Savings	(195)	(830)
Operating Budget 2017/18	9,076	12,717

Development and Risk Contingency

16. The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year, but that can be applied to issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year.
17. The current draft Development and Risk Contingency includes one item, relating to uninsured claims of £291k for 2017/18 for the Finance Group. This contingency has been reduced by £50k from the provision provided in the 2016/17 budget. The proposed provision of £291k for uninsured claims, when combined with base budget funding would be sufficient to contain

£650k of claims annually. There is scope to finance any exceptional or high value claims over this amount from the dedicated Insurance earmarked reserve, which currently totals £2,415k.

18. In addition, from 1 April 2017, the Government will introduce an Apprenticeship Levy at 0.5% on all employers with a payroll in excess of £3,000k per annum, the cost of which is estimated at £559k and provided for within Development and Risk Contingency as a corporate item. This levy forms part of the broader agenda to encourage apprenticeships and the proceeds are to be made available to support training costs in those organisations making greater use of apprentices. A cross-cutting BID Review is being undertaken to develop sufficient off-setting efficiencies to mitigate this pressure. This review will look at the scope for changing some of our existing posts to apprentice posts and to register some of our existing training as apprenticeship training so it can be offset against the new levy. The aim is to try and make the proposed changes cost neutral for the Council.

Savings

19. Savings proposals, focused on increased efficiency and effectiveness with no reduction in service provision, have been developed through the Council's BID Programme and associated workstreams. The savings have been adjusted to take account of rephrasing of 2016/17 proposals so the Council does not carry forward undeliverable savings in the refreshed MTFF. These proposals fall into five broad themes: Zero Based Reviews; Preventing Demand; Service Transformation; Effective Procurement; and Maximising Income.
20. Savings proposals currently developed total £14,388k across the Council for 2017/18 including £1,669k of full year effects of prior year savings. The total savings included in the draft budget for the Finance Group total £830k and for the Administration Group total £195k. In addition, there is a cross-cutting savings proposal being developed to off-set the £559k Apprenticeship Levy through reviewing the Council's approach to training and use of apprentices.
21. A total of £133k new Service Transformation savings proposals have been presented by Administration, relating to implementing the HR BID Review. In addition, £37k savings relating to a previous restructure in HR and £25k Zero Based Review relating to the small grants budget bring the total 2017/18 proposals for the Group to £195k. Detail on Administration proposals is set out in Appendix A.
22. Savings proposals from Finance total £830k for 2017/18, with new items consisting of £470k Service Transformation proposals and £260k output from Zero Based Reviews. An additional £100k full-year effect savings relating to a previous restructure in Operational Finance bring the total 2017/18 proposals for the Group to £830k. Further detail on all proposals is included in Appendix B.
23. Service Transformation proposals include £100k full-year effect items relating to a previous restructure in Operational Finance and £72k linked to the implementation of the BID Review consolidating financial support within the organisation. The remaining £398k new Service Transformation proposals are at an earlier stage of development proposals and include £298k from capturing the benefits of the new budget management system, £70k from the realignment of transactional functions across Accounting and Revenues & Benefits, £20k from a review of Business Assurance and £10k from the introduction a new digital strategy

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within Revenues & Benefits where new self service modules for Council Tax, NNDR and Benefits are being introduced.

24. Zero Based Review proposals totalling £260k include £180k from Compensatory Added Years budgets, £80k from External Audit Fees and other service budgets.

RESIDENTS SERVICES BUDGET PROPOSALS - Asset Management; ICT, Digital Strategy & Communications; Estates and Tenancy Management, Business and Technical Support

Summary of Key Financial Issues

25. The approach to the delivery of savings within Residents Services continues to be driven through a programme of transformational reviews of every service area, and is coordinated and managed through the established Business Improvement Delivery Programme. This includes ongoing reviews of structures, service groupings and removal of duplication. Within this over-arching work, the opportunity is being taken to question the need for services and examine alternative methods of service delivery, through process efficiency and use of technology. The flexibility to capitalise transformation costs will continue to be available in 2017/18 given the approval of the Councils Efficiency Strategy, reducing the revenue impact of implementing change across the Council.
26. A number of work streams will continue to focus on improving procurement, alongside an ongoing review of contract-related expenditure across all services. Alongside the procurement work, the robust processes for controlling and challenging expenditure decisions that were already in place have been updated, and applied to the new service configuration.
27. The budget proposals include a five-year capital programme with significant investment in the Borough’s infrastructure and a number of proposed new projects.

Services Revenue Budget 2017/18

28. The movement between the current year’s budget and the draft budget for 2017/18 is summarised in Table 3 below.

Table 3: Services Revenue Budget 2017/18

	Residents Services - Corporate POC £'000
Operating Budget 2016/17	18,146
Inflation	101
Corporate Items	(386)
Contingency	0
Priority Growth	40
Savings	(1,993)
Other Virements	0
Operating Budget 2017/18	16,310

Development and Risk Contingency

29. This draft budget includes provision of £3,462k of Development and Risk Contingency in 2017/18, with none provided within the Residents Services - Corporate POC group.

Priority Growth

30. This draft budget includes provision of £534k of Priority Growth in 2017/18, including £40k within the group to meet the full year cost of a Members Enquiry Monitoring Officer.

Savings

31. Savings proposals currently developed a total of £14,388k across the Council for 2017/18, including £1,669k of full year effects of prior year savings. The total savings included in the draft budget for Asset Management; ICT, Digital Strategy & Communications; Estates and Tenancy Management Services total £1,993k and are included in Appendix C.
32. The Council continues to review and challenge its existing business process through the BID Programme, with £7,222k savings to be delivered council-wide in 2017/18 through implementation of new and more efficient ways of working. BID reviews are underway across relevant Residents Services - Corporate services, with savings of £1,104k expected to be delivered through Service Transformation in 2017/18.
33. Within Business and Technical Support a BID review delivering £354k is underway, including a range of staffing efficiencies relating to the merging of the Local Land Charges and Application Processing Teams.
34. ICT savings of £750k included as Phase 2 of the review of the service are being delivered through BID. This restructure sees the reduction of 19.4 posts and a saving of £394k net of MVF. The remainder of the MTF target is planned to be delivered through a further review of non-staffing budgets. The recent centralisation of all ICT budgets should provide significant opportunities to identify non staffing savings
35. Proposals in relation to Effective Procurement include £100k of 2016/17 proposals for Facilities Management savings, with a further £332k new proposals through review of contract arrangements in this area - including use of existing in-house resources where appropriate.
36. Savings totalling £205k are being released through Zero Based Reviews in Residents Services - Corporate areas, realigning budgets in those areas where either current activity is lower than historic budgeted spend or income generation reliably outperforms budget assumptions. These savings do not affect funding available to support the provision of services and ensure budgets are aligned to current needs and demands of the service.
37. As referred to above, legislation continues to allow local authorities to fund the revenue cost of reform projects from fixed asset receipts, supporting the delivery of more efficient and

sustainable services. Savings proposals of £252k from the capitalisation of the BID transformation team will be delivered in 2017/18.

Capital Programme

38. The capital programme for 2017/18 was approved by Cabinet and Council as a five-year capital budget that focused on maximising the use of identified funding, in order to minimise the level of new borrowing that ultimately impacts on budget requirements funded through Council Tax.
39. The process of developing a capital programme has again focused on identifying and sustaining available funding streams whilst simultaneously managing the significant impact of increased demand for sufficient school places in the Borough.
40. The draft capital programme may need to be revised once the final impact of the settlement is known as this may impact on the affordability of the programme. A summary of the draft capital programme applicable to this Committee's portfolio is shown in Appendix D. Key items within the draft capital programme are:
 - Civic Centre works programme - additional funding of £500k is included to support investment in the Uxbridge Civic Centre.
 - Corporate Technology and Innovation programme - it is proposed that the former annual ICT Single Development Plan and one-off major ICT investment projects are amalgamated under one new heading. The major increase proposed relates to Microsoft ending support for Windows 7 in January 2020, by which time the Council will need to have moved to Windows 10. Additionally, with the recent improvements to wireless based communication, it is proposed to remove all staff desktops and replace with laptops. The estimated cost of this exercise is £1,508k on the general fund and £162k on the HRA.
 - Property Works programme - It is assumed that existing Programmes of Works budgets will continue at similar levels for the new MTFF financial year 2021/22.

SUGGESTED COMMITTEE ACTIVITY

To be written by the O&S Team.

BACKGROUND PAPERS

Medium Term Financial Forecast 2017/18 - 2021/22 – report to Cabinet 15 December 2016

General Fund - Administration Savings		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Review of staffing structure within Human Resources</i>						
<i>Removal of one vacant post from the structure and two further posts as part of a review of the overall structure of the service</i>	Service Transformation	(37)	0	0	0	0
<i>Review of Small Grants budget</i>						
<i>Realignment of small grants budget as part of grants to Voluntary Services, to reflect committed spend.</i>	Zero Based Review	(25)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(195)	(195)	(105)	(105)
Full Year Effect of Prior Year Savings		(62)	(195)	(195)	(105)	(105)
<u>New Savings Proposals</u>						
<i>HR BID Review (Phase 1)</i>						
<i>The HR BID review proposes a streamlined management structure and identified the requirement for an additional HR Business Partner resource to support the council's transformation programme. The additional post will be funded directly from capital funding for 2017/18 and 2018/19.</i>	Service Transformation	(133)	0	90	0	0
Remaining Unallocated Savings Target		0	0	0	0	0
New Savings Proposals		(133)	0	90	0	0
Total Administration Savings		(195)	(195)	(105)	(105)	(105)

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General Fund - Finance Savings		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
<i>Review of staffing structure within Operational Finance</i>						
<i>Full Year Effect of saving arising from previous phase of Operational Finance restructuring, which has already been implemented.</i>	Service Transformation	(100)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>	N/A	0	(830)	(1,130)	(1,175)	(1,215)
Full Year Effect of Prior Year Savings		(100)	(830)	(1,130)	(1,175)	(1,215)
<u>New Savings Proposals</u>						
<i>Finance BID Project - Financial Systems Improvements</i>						
<i>A large scale BID transformation review is being undertaken across the finance function of the Council covering Accounting, Revenues and Internal Audit. Through the introduction of new technology, including the new budget management system in particular, we will be able to fundamentally review the way we work, updating processes and procedures. The budget management system will significantly reduce the amount of non value added data manipulation work required which will enable head count to be reduced without any impact on value added work being undertaken.</i>	Service Transformation	(298)	(250)	0	0	0
<i>Finance BID Project - Consolidation of Finance Support</i>						
<i>This part of the BID project is looking to transfer all finance functions from other service areas of the Council into Finance. This approach was agreed by the Leader on 03/06/16 and started with the move of the Access to Resources into the Social Care Finance team. The restructure of this team into Finance will deliver the initial tranche of savings.</i>	Service Transformation	(72)	0	0	0	0

General Fund - Finance Savings		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<i>Finance BID Project - Alignment of Transactional Functions</i>						
This part of the BID project is going to consolidate all transactional activity within Finance into one service, rather than it being spread across three different services (Strategic Finance, Operational Finance and Revenues & Benefits) to improve both efficiency and productivity.	Service Transformation	(70)	0	0	0	0
<i>Restructure of Business Assurance Function</i>						
Review of Business Assurance functions	Service Transformation	(20)	0	0	0	0
<i>Finance BID Project - Revenues & Benefits Digital Strategy</i>						
<i>Introduction of Digital Strategy for Revenues & Benefits</i>	Service Transformation	(10)	(10)	(5)	0	0
<i>Compensatory Added Years</i>						
<i>Demographic reduction in added years pension budget</i>	Zero Based Review	(180)	(40)	(40)	(40)	(40)
<i>Zero Based Reviews</i>						
<i>The outcome of Zero Based Reviews across Finance budgets, including a further reduction in external audit fees following the demise of the Audit Commission.</i>	Zero Based Review	(80)	0	0	0	0
New Savings Proposals		(730)	(300)	(45)	(40)	(40)
Total Finance Savings		(830)	(1,130)	(1,175)	(1,215)	(1,255)

General Fund - Residents Services Savings (Asset Management; ICT, Digital Strategy & Communications; Estates and Tenancy Management, Business and Technical Support)		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Full Year Effect of Prior Year Savings						
Facilities Management - Contract Management & Service Convergence						
<i>Full Year Effect of 2016/17 Facilities Management savings proposals</i>	<i>Effective Procurement</i>	(100)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>		0	(1,993)	(2,018)	(1,766)	(1,766)
Full Year Effect of Prior Year Savings		(100)	(1,993)	(2,018)	(1,766)	(1,766)
<u>New Savings Proposals</u>						
<u>BID reviews - ICT phase 2</u>						
<i>Phase 2 of the BID Review, to include a new delivery model for the ICT Service, initial view of savings and efficiencies generated by the new Service, and savings from a review and consolidation of existing licences and contracts.</i>	<i>Service Transformation</i>	(750)	0	0	0	0
<u>BID reviews - Business and Technical support</u>						
<i>A range of staffing efficiencies relating to the merging of the Local Land Charges and Application Processing Teams, the deletion of fixed term posts in Tech Support teams, review of work transferred from HRD and NYGL, and review of Executive Assistants. (Original business case approved April 16)</i>	<i>Service Transformation</i>	(354)	(25)	0	0	0
<u>Facilities Management contracts</u>						
<i>Review of existing Facilities Management contracts and proposed cost reductions from insourcing work through the use of existing in-house resources. Further savings from a review of operating costs following energy efficiency measures at the Civic Centre.</i>	<i>Effective Procurement</i>	(332)	0	0	0	0

General Fund - Residents Services Savings (Asset Management; ICT, Digital Strategy & Communications; Estates and Tenancy Management, Business and Technical Support)		Net Variation from 2016/17 Budget				
		2017/18	2018/19	2019/20	2020/21	2021/22
Description	Theme	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
Zero based reviews						
<i>Zero based review of expenditure budgets following analysis of 15/16 outturn</i>	Zero Based Review	(73)	0	0	0	0
Zero based reviews						
<i>Zero based review of income budgets following analysis of 15/16 outturn</i>	Zero Based Review	(10)	0	0	0	0
Capitalisation of Transformation Expenditure						
<i>Legislation changes allowing the funding of Transformation costs through flexible use of capital receipts</i>	Zero Based Review	(252)	0	252	0	0
Review of Estates Non-staffing Budgets						
<i>Review on non-staffing budgets following a review of the garages budget position and handback of the Warnford Industrial Estate site.</i>	Zero Based Review	(122)	0	0	0	0
New Savings Proposals		(1,893)	(25)	252	0	0
Total Residents Services Savings		(1,993)	(2,018)	(1,766)	(1,766)	(1,766)

Draft GF Capital Programme 2017/18 -2021/22 [extract]

Project by Cabinet Member Portfolio	2017/18	2018/19	2019/20	2020/21	2021/22	Financed by:		
	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Draft Budget £'000	Council Resources £'000	Government Grants £'000	Other Contributions £'000
<u>Finance, Property and Business</u>								
<u>Services</u>								
Civic Centre Works Programme	1,000	500	500	500	500	3,000	0	0
Corporate Technology and Innovation Programme	724	1,414	1,414	514	514	4,580	0	0
Property Works Programme	480	480	480	480	480	2,400	0	0
Total	2,204	2,394	2,394	1,494	1,494	9,980	0	0

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Cabinet Forward Plan

Contact Officer: Luke Taylor
Telephone: 01895 250 693

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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Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI = Standard Item each month Council Departments: RS = Residents Services SC = Social Care AD = Administration FD=									
Cabinet - 15 December 2016									
129b	Housing Allocation Policy	Following a full consultation process approved by Cabinet in July, Cabinet will consider the responses and the way forward for the Council's Social Housing Allocation Policy.	All		Cllr Philip Corthorne	AD / RS - Raj Alagh / Dan Kennedy	Full consultation		Public
156	Integrated Sexual & Reproductive Health Services with HIV Prevention & Support	Cabinet will consider the award of a contract to the recommended service provider for the Integrated Sexual & Reproductive Health Services with HIV Prevention & Support.	All		Cllr Philip Corthorne	RS / FD - Nigel Dicker / Joyce Jones / Steve Hajioff			Private (3)
157 Page 31	Void Property Repair Service Contract	Cabinet will consider entering into an agreement to provide a comprehensive Void Property Repair Service contract predominantly for general building fabric repairs in all trades to Hillingdon's housing properties, dwellings and outbuildings.	Various		Cllr Jonathan Bianco	RS - Gary Penticost / Michael Breen			Private (3)
145a	The Council's Budget - Medium Term Financial Forecast 2017/18 - 2021/22 BUDGET & POLICY FRAMEWORK	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2017/18 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	23-Feb-17	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers		Public
146	Financial Support to Voluntary Organisations	The report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2017/18 financial year.	All		Councillor Douglas Mills	AD - Nigel Cramb	Corporate Services & Partnerships POC		Public
147	Designation of Ickenham Neighbourhood Area and Forum	Cabinet will consider whether to formally determine the application for a Neighbourhood Area and Forum.	Harefield, Hillingdon East, Ickenham, South Ruislip, Uxbridge North, Uxbridge South, West Ruislip		Cllr Keith Burrows	RS - James Gleave	Statutory consultation is inherent as part of the process.		Public

Cabinet Member Decisions - December 2016										
158	Post 16 Transport Policy Statement	To consider proposed revisions to the Post 16 Transport Policy Statement. This document informs post 16 learners of their transport options, which may influence decisions to be taken regarding college/training courses starting in September 2017.	Various		Cllr Ray Puddifoot MBE / Cllr Douglas Mills / Cllr David Simmonds	RS - Jackie Wright / Alex Bowman	Parents / service users / stakeholders			Public
Cabinet - 17 January 2017										
165	Replacement of Communal Boilers - Mandela Court (Cowley), Heathfield Rise (West Ruislip) & Oakwood Road (Northwood Hills)	A recommended tender to replace the communal boilers at Mandela Court, Heathfield Rise & Oakwood Road properties will be presented to Cabinet. This works project will provide reliable heating and hot water services to residents.	Uxbridge South, West Ruislip, Northwood Hills		Cllr Jonathan Bianco	RS - Gary Penticost			NEW	Private (3)
165	Award of contract for Broadband and Internet connections	Following a procurement exercise, Cabinet will consider a contract for the provision of essential broadband technology which all staff, Members and services across the Council use daily to operate and connect with each other and our residents.	All		Cllr Jonathan Bianco	RS - Nick McCarthy			NEW	Private (3)
159	Standards and Quality in Education 2015/16	The Annual Report to Cabinet containing information on educational performance across the Borough.	All		Cllr David Simmonds CBE	RS - Daniel Kennedy	Policy Overview Committee			Public
160	0 -19 Healthy Child Services	Cabinet will consider a contract for the recommended service provider for the 0-19 Healthy Child Services.	All		Cllr David Simmonds CBE	RS - Tom Murphy / Joyce Jones				Public
Cabinet Member Decisions - January 2017										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	AD - Democratic Services	Various			Public

Agenda Item 8

WORK PROGRAMME 2016/17

Contact Officer: Luke Taylor
Telephone: 01895 250693

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
16 June 2016	CR3
19 July 2016	CR4
26 September 2016	CR3
11 October 2016	CR3
29 November 2016	CR4
5 January 2017	CR4
7 February 2017	CR4
9 March 2017	CR4
25 April 2017	CR4

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Corporate Services & Partnerships Policy Overview Committee

2016/17 DRAFT Work Programme

Meeting Date	Item
16 June 2016	Corporate Services & Partnerships Policy Overview Committee Possible Review Topics 2016/17
	Business Rates Review - Update
	Work programme for 2016/17
	Cabinet Forward Plan
19 July 2016 CANCELLED	Budget Planning Report for Administration and Finance Directorates
	Update item
	Work Programme
	Cabinet Forward Plan
26 September 2016	Update Item - Town Centre Scheme
	Scoping reports for Major Review
	Cabinet Forward Plan
	Work Programme
11 October 2016 CANCELLED	Major Review - First Witness Session
	Update Item
	Cabinet Forward Plan
	Work Programme
29 November 2016	Major Review - First Witness Session
	Update Item - Town Centre Scheme
	Update Item - Procurement & Contracts
	Cabinet Forward Plan
	Work Programme

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5 January 2017	Major Review - Second Witness Session
	Budget Report
	Cabinet Forward Plan
	Work Programme

2 February 2016	Major Review - Consideration of recommendations and final report
	Draft Budget Proposals Report for Administration & Finance 2017/18
	Update Item - Use of Data
	Update Item - Heathrow Business Rates
	Cabinet Forward Plan
	Work Programme

9 March 2017	Comments from Policy Overview Committees on Draft Budget Proposals for forwarding to Cabinet
	Update Item - Equalities in the Council
	Update Item - Community Cohesion / Hate Crime
	Quarterly Report - Procurement Activity and the Forward Plan on Contracts
	Cabinet Forward Plan
	Work Programme

25 April 2017	Consideration of future review topics
	Update Item - Cross Rail Town Centre Development
	Cabinet Forward Plan
	Work Programme

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