



HILLINGDON  
LONDON



# Corporate, Finance and Property Select Committee

**Date:** TUESDAY, 20 JULY 2021

**Time:** 7.30 PM

**Venue:** COMMITTEE ROOM 6 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE

**Meeting  
Details:** Members of the Public and  
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## Councillors on the Committee

Councillor Richard Mills (Chairman)  
Vanessa Hurhangee (Vice-Chairman)  
Lindsay Bliss  
Farhad Choubedar  
Tony Eginton (Opposition Lead)  
Raymond Graham  
Richard Lewis

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Putting our residents first

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

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# Agenda

- 1 Apologies for absence
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Review: Performance Monitoring and Reporting in Hillingdon Council
- 6 Mid-Year Budget Update
- 7 Disability Access in Public Buildings
- 8 Forward Plan
- 9 Work Programme

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# Agenda Item 3

## Minutes

### CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

3 June 2021

Meeting held at Committee Room 6 - Civic Centre,  
High Street, Uxbridge



|    |  |
|----|--|
|    | <p><b>Committee Members Present:</b><br/>Councillors Richard Mills (Chairman), Vanessa Hurhangee (Vice-Chairman), Lindsay Bliss, Farhad Choubedar, Tony Eginton (Opposition Lead), Raymond Graham and Richard Lewis</p> <p><b>LBH Officers Present:</b><br/>Liz Penny – Democratic Services Officer<br/>John Wheatley – Senior Policy Officer, Health Integration and Voluntary Sector Partnerships</p>  |
| 4. | <p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>   |
| 5. | <p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>Councillor Tony Eginton declared a non-pecuniary interest in agenda item 6 as his son was a member of the RAF reserves.</p> <p>Councillor Richard Lewis declared a non-pecuniary interest in agenda item 6 as he was a member of the RAF reserves.</p>  |
| 6. | <p><b>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p>Members noted that the minutes of the meeting dated 20 May 2021 were purely a formality to record the election of the Select Committee Chairman and Vice-Chairman. The timings were queried and it was suggested that the end time be amended to 9.09 pm..</p> <p><b>RESOLVED: That the minutes of the meeting dated 20 May 2021 be agreed as an accurate record subject to an amendment to timings as discussed.</b></p> |
| 7. | <p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items of business were marked as Part I and would be considered in Public.</p>  |
| 8. | <p><b>SCRUTINY CALL-IN PROCEDURE</b> (<i>Agenda Item 5</i>)</p>  |

Liz Penny, Democratic Services Officer, provided an overview of the Council's new scrutiny call-in procedure which Members had been appraised of prior to the meeting.

The Select Committee was advised that responsibility for scrutiny had been transferred to Members of the relevant Select Committees. Key things to note included:

- All Cabinet and Cabinet Member decisions now clearly identified the relevant Select Committee – Members thereof could attempt to call-in a decision should they wish to do so;
- Decision notices clearly indicated the final date any call-in request could be made – 5 working days at 5pm after the date the decision notice was published;
- A Member of the Select Committee shown on the decision notice could initiate a call-in request. Members could not initiate a call-in on behalf of another select committee;
- All call-in requests would be submitted via the new Scrutiny call-in App details of which had been provided to all Councillors;
- Once submitted, the call-in request would be sent via an automated email to all Members of the relevant Select Committee;
- Councillors were not obliged to respond. However, should they wish to do so, they could approve or reject the request. The Councillor who initiated the call-in request would also need to respond;
- Should a majority of Members approve the request before the end of the scrutiny call-in period, it would become a valid call-in and Democratic Services would be notified;
- Only those requests that received a majority would be heard at a specially convened Select Committee meeting.

Members had no queries regarding the new procedure.

**RESOLVED: That the new Scrutiny Call-in Procedure be noted.**

9. **ENGAGEMENT WITH THE ARMED FORCES** (*Agenda Item 6*)

John Wheatly, Senior Policy Officer - Health Integration and Voluntary Sector Partnerships, presented the report.

Members heard that Hillingdon was home to a large Armed Forces community due to the presence of RAF Northolt and Northwood HQ. There were over 800 service people and families based in the Borough.

The Committee was informed that the Armed Forces Covenant was an agreement between the armed forces community, the nation and the government. The Covenant had two underlying principles:

- Members of the armed forces community should face no disadvantage compared to other citizens in the provision of public and commercial services; and
- Special consideration was appropriate in some cases, especially for those who had given the most such as the injured or the bereaved.

The Queen's Speech 2021 had announced the Government's intention to strengthen the Covenant by placing it on a statutory footing. Local authorities had to have due regard to the Covenant though it could be interpreted in different ways. Members heard

that the London Borough of Hillingdon had signed the Covenant in June 2012. The current Cabinet Scheme of Delegations gave the Leader of the Council the responsibility to oversee the Council's relationship with the Armed Forces. Additionally, Cllr Sir Ray Puddifoot MBE had become the new Armed Forces Champion on 14 January 2021.

In terms of housing allocation, the Committee was advised that the Council's current housing policy went beyond the statutory requirements by providing preference to armed forces personnel in its Social Housing Allocation Policy. The Council also attempted to accommodate the children of armed forces families, wherever possible, when allocating school places. A good relationship had been built up with London Region MOD.

The Committee heard that, in the past, Hillingdon had made two successful applications to the (now closed) community covenant grant scheme to help build stronger links between residents and armed forces personnel. These grants had helped the Council support Public Open Days at RAF Northolt. Fishing days had also been organised for returning armed forces personnel which had been well received. Moreover, all personnel who lived on the base were issued with a Hillingdon First card which gave them access to a range of discounts in the Borough. Members were advised that Hillingdon had been awarded a Silver Award under the Government's Employer Recognition Scheme, in recognition of the excellent support given to Reservists.

Members requested further information regarding St Andrews Park Estate in Uxbridge – a former large housing estate for RAF personnel – noting that many of the houses there had been unoccupied for a long period of time and were now in a state of disrepair. This seemed unacceptable, particularly in view of the housing shortage in the Borough. The Committee heard that this was a long-standing issue which would be very difficult to resolve. Cllr Lewis noted that, although the RAF had a responsibility to restore the housing to a reasonable condition, to do so would cost more than the value of the houses themselves. Members heard that the Ministry of Defence had a contract which had run for many years and was currently obliged to continue paying rent on the houses. Members enquired whether a Council compulsory purchase order would be an option. It was agreed that John Wheatley would discuss this matter further with colleagues in housing / planning and would provide the Committee with a full update at a later stage.

In response to further questions from the Committee, it was agreed that John Wheatley would ascertain how many reserves there were in the Borough at present and what support was currently offered to them by the Council. At the request of Members, it was further agreed that Mr Wheatley would contact Hertfordshire Council to enquire whether there had been any liaison between Hertfordshire and Hillingdon in respect of housing allocation for Northwood HQ personnel.

Members enquired whether the Council currently liaised with the military as a partner to support those exiting the military with jobs, housing etc. It was agreed that this was happening to some extent but there was room for improvement and a dialogue could be initiated at an earlier stage to enable the Council and Armed Forces to work together more effectively.

**RESOLVED That:**

- 1. John Wheatley, Senior Policy Officer, discuss the St Andrews Park Estate**

housing issue further with colleagues in housing / planning and provide the Committee with a full update;

2. John Wheatley, Senior Policy Officer, ascertain how many reserves there were in the Borough at present and what support was currently offered to them by the Council;
3. John Wheatley, Senior Policy Officer, contact Hertfordshire Council to enquire whether there had been any liaison between Hertfordshire and Hillingdon in respect of housing allocation for Northwood HQ personnel; and
4. The Engagement with the Armed Forces report be noted.

10. **THE COMMITTEE'S NEXT REVIEW TOPIC - SELECTION PHASE** (*Agenda Item 7*)

It was noted that the previously suggested review topic of Town Regeneration would no longer fall within the remit of the new Corporate, Finance and Property Select Committee.

Members recommended that the Committee consider the Council's Business Performance Monitoring and Reporting as its next major review topic. Naveed Mohammed, Head of Business Performance and Insight, had presented a report to the previous Policy Overview Committee Members on 4 March 2021 and there had been some noticeable gaps in the data and reporting. Key points highlighted by the Committee in relation to the proposed review topic included:

- a lack of key metrics / monthly reporting to the Senior Management Team;
- strategic decisions not currently being made utilising the data and only some operational decisions supported by data;
- data quality issues;
- a requirement to better understand how the data was currently being used; and
- a need for monthly monitoring to establish where the Council was doing well / areas for improvement.

It was suggested that it would be useful to compare Hillingdon's Business Performance Monitoring and Reporting to that of other London boroughs.

Members noted the importance of data protection and cyber security. It was acknowledged that data breaches had a significant impact on a local authority both financially and in terms of damage to its reputation. It was agreed that these areas would be covered via an Information Governance and Cyber Security information item within the Work Programme.

At the request of Members, it was agreed that an information report regarding repairs and maintenance would be added to the Work Programme setting out the time taken to complete repairs and how successful these were. It would also be useful to establish whether a lack of maintenance led to increased repairs bills.

In response to Members' requests for clarification, it was confirmed that the Committee's Terms of Reference encapsulated both physical and online access. The contact centre would also be included. It was noted that some residents might find it difficult to access online services / the contact centre if they had a visual or auditory impairment.

The Committee suggested that a minor review be undertaken later in the year to consider procurement within the Council; the 80/20 split between quality and cost and

the use of local firms through the procurement process were matters of particular interest to Members. It was noted that local authorities were now at liberty to use local companies more readily since they were no longer bound by the Treaty of Rome.

**RESOLVED:**

- 1. That the Committee considered potential topic ideas for its next major review for officers to scope further and report back to the Committee;**
- 2. That an Information Governance and Cyber Security information item be added to the Work Programme (covering data protection); and**
- 3. That an information item regarding repairs and maintenance be added to the Work Programme.**

11. **FORWARD PLAN** (*Agenda Item 8*)

**RESOLVED: That the Committee noted the Forward Plan.**

12. **WORK PROGRAMME** (*Agenda Item 9*)

It was noted that the date of the Committee's July meeting had been amended and the meeting would now be held on 20 July 2021 at 19:30.

Members were informed that the recommendations of the previous Policy Overview Committee's review of the Voluntary Sector's Response to the Covid-19 Pandemic had been agreed by Cabinet on 21 May 2021. Democratic Services would email the witnesses involved in the review to thank them for their input and to provide them with a copy of the final report.

**RESOLVED:**

- 1. That Liz Penny of Democratic Services email the witnesses involved in the Voluntary Sector's Response to the Covid-19 Pandemic review to thank them for their input and to provide them with a copy of the final report; and**
- 2. That the Committee noted the Work Programme 2021-2022 and agreed any amendments.**

The meeting, which commenced at 7.30 pm, closed at 8.10 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny on [epenny@hillingdon.gov.uk](mailto:epenny@hillingdon.gov.uk) or Tel: 01895 250185. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## REVIEW SCOPING REPORT

|                           |  |
|---------------------------|--|
| <b>Committee name</b>     | Corporate, Finance and Property Select Committee |
| <b>Officer reporting</b>  | Liz Penny, Democratic Services                   |
| <b>Papers with report</b> | Scoping Report                                   |

### HEADLINES

Officers have provided a draft scoping report for the Committee that puts forward an initial plan for the review. Members can choose to accept this scoping report or make relevant changes.

### RECOMMENDATION

**That the Committee comment on and consider the scoping report to initiate the review.**

### INFORMATION

1. The Committee is responsible for undertaking the 'policy overview' role in relation to Corporate Services and Transformation, Infrastructure, Transport and Building Services and Finance areas of the Council. The full range of services under the Committee's remit is outlined in the terms of reference at the start of the agenda. These are primarily strategic policy and internal functions relating to finance, property and estates, procurement, human resources, business performance, democratic services, legal services, ICT, economic development, together with corporate communications and customer access.
2. At the Committee meeting held on 3 June 2021, Members discussed potential topics for a review. Further discussions with officers took place following the meeting, and it was agreed that a scoping report on "Performance Monitoring and Reporting in Hillingdon Council" be brought to the meeting scheduled for 20 July 2021.
3. Other topics discussed at the previous meetings are scheduled to come to the Committee as information items and are included in the Work Programme.

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## Corporate, Finance & Property Select Committee Review Scoping Report - 2021/22

**Working title: Performance Monitoring and Reporting in  
Hillingdon Council**

### **1. OBJECTIVES**

#### **Aim of review**

At the Corporate, Finance & Property Select Committee meeting on 3 June 2021, it was agreed that the Committee's next major review topic would focus on the Council's Business Performance Monitoring and Reporting.

Naveed Mohammed, Head of Business Performance and Insight, had presented a report to the previous Policy Overview Committee on 4 March 2021 and a number of possible improvements had been suggested by Members regarding apparent gaps in the current data and reporting processes. Key points highlighted by the Committee in relation to the proposed review topic included:

- Understanding the current regime for reporting to SMT including what reporting is provided to track where the Council is doing well / areas for improvement.
- Understanding how data/insight is used to shape strategic and operational decisions.
- Exploring how data quality is managed.
- Requirement to better understand how the data is used in ongoing service delivery.
- How the Council uses data, people and tech to drive performance management.

A central role of overview and scrutiny committees is to regularly monitor the performance of council services. Members may wish to incorporate into this review, improved ways of reporting and presenting key service and trends to the new Select Committees going forward, consistent with any other reporting to the Senior Management Team / Cabinet Members.

Officers were requested to prepare a scoping report setting out the guidelines and timelines to enable the Committee to conduct a thorough review of this topic. As the review progresses, Members will hear from key witnesses who will highlight current data and reporting processes and propose possible improvements for the consideration of the Committee.

## **Terms of Reference**

The following Terms of Reference are suggested for this review, subject to any changes agreed by the Committee:

1. ***Where are we now?*** - To ensure Members receive a broad overview of existing arrangements in respect of data collection, use of data and performance reporting across all parts of the Council.
2. ***What do we need to do better and how?*** - To review the Council's current arrangements in the use of data to manage operational delivery and drive service improvements and seek to:
  - a. *compare and contrast arrangements in Hillingdon with peer authorities and other public organisations and to understand areas of good practice and further improvement and developments required; and*
  - b. *Investigate short-medium term improvements in data reporting and presentation to decision-makers, e.g., Corporate Management Team / Cabinet Members / Select Committees.*
3. ***Where do we want to be?*** - To provide Members with an insight into the future of data collection and reporting, along with associated technology and its practical application for decision-making. To encourage officers to buy into the process and produce honest and useful data.
4. *To make practical, prudent recommendations to Cabinet, (and other bodies if applicable), based on the Committee's findings.*

## **2. BACKGROUND**

The Council delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon and routinely gathers a wide spectrum of data across all directorates. This data set serves a number of purposes. First and foremost is the

need to ensure that services are being delivered in the most effective and efficient manner to meet resident need. Additionally, there is a need to plan for the future development of services – ensuring that, as the Borough changes, the Council's services are agile enough to respond. Finally, there is a requirement to satisfy statutory returns – the annual collection of Council data by central government.

Given the voluminous nature of the data gathered and the different purposes for which it is used, the Council has at its disposal a variety of mechanisms to gather, process and 'make sense of the data' from the use of basic spreadsheets through to more bespoke databases and data mining software.

Data is used for 'performance' (assessing the efficacy of the services we provide and its impact on outcomes) and insight (what the data tells us about our residents).

### **What is Tracked and Reported**

The Council provides over 700 services to residents. The provision of these services relies on:

- the effective and efficient gathering of service data relating to demographics and understanding the make-up of clients;
- how efficiently functions are being delivered; and
- measuring outcomes achieved (what difference the services provided are making to Hillingdon residents).

Data is gathered by directorates and Business Performance and is sourced from both internal systems and data available through public and subscription-based services. This includes data from partners. Examples include:

- Community Safety - data on crime types and trends including benchmarking data is obtained from the Metropolitan Police in addition to accessing third-party data sites such as IQuanta.
- Public Health - data on local health profiles is available from Public Health England. Data on prevalence rates for specific conditions is available from the Department of Health or from local Clinical Commissioning Group partners.
- Young People Not in Education, Employment or Training (NEETs) - the Council does not collect data directly on local NEET numbers. Like other West London councils - a commissioned provider gathers and supplies this data including analysis.
- Office of National Statistics data - much of the data on Census statistics is housed on Office of National Statistics websites including 'Neighbourhood Statistics'. This includes all the figures on socio-economic profiles, population trends, sub-national projections etc.

Subject to the needs of the service and/or project the Council may from time to time utilise other data sources for the purposes of triangulation and to add greater depth to the intelligence being gathered.

The data collected is used to develop KPI reports and for insight analysis to commission services.

Some KPIs are nationally mandated. Where appropriate, national indicators are supplemented with local indicators reflecting local priorities. Examples of the latter include tracking the number of arson incidents (community safety) and the number of fly tipping incidents (Anti-Social Behaviour). Local indicators have been developed based on specific local issues/challenges.

### **The process used to produce performance reports including mutual roles/responsibilities between the Business Performance and Insight teams and Directorates and highlighting/tracking of underperformance**

The Council utilises a corporate function for the production and development of data and insight. Whilst there is significant interface between the corporate team (Business Performance and Insight), this demarcation enables both a better use of finite resources (with members of the corporate team having expertise across multiple areas of the Council's business). It also enables improved transparency and an opportunity to 'challenge' services – something that might not be possible if services produced/processed their own data.

The process for developing the data is straightforward. Services are responsible for inputting data into case management systems. Business Performance is responsible for extracting the data and, in conjunction with Directors, Assistant Directors and Heads of Service, developing the suite of reports (operational and strategic) necessary for the services to carry out their business.

Performance reports are built to track performance, so key to this is the inclusion of targets and an associated 'traffic-light system'. This rates each metric against a threshold with indicators that are off target flagged as red. The relevant heads of service are given an opportunity to outline mitigating factors and plans for remedial action – the outcomes of which are reported in subsequent months.

### **How data is used to help Hillingdon Council discharge its responsibilities and shape service provision**

Whilst Hillingdon is required to gather data for the purposes of statutory returns (including in Adult Social care, Children's Services and Housing) - the primary purpose of data collection is to ensure the Council is appropriately discharging its responsibilities and to aid future service development. An example of the latter is the Joint Strategic Needs Assessment which is the overarching data store which helps shape and inform future commissioning plans.

### **Suggested areas identified for improvement.**

- i) Use and sharing of data across the authority including Members

- ii) Use of up-to-date tools for managing data and performance
- iii) Utilisation of dashboard reporting
- iv) Presentation and data visualisation
- v) Use of predictive analytics to help shape strategic change.

### **Current data, best practice and research**

The use of data and insight in local government has received increasing focus over the last few years. This is reflected in the number of national initiatives that are seeking to encourage better practice in this field to aid:

- The design of better services modelled around user needs
- Engaging and empowering citizens to build their communities
- Driving efficiencies and facilitating public service transformation
- Promoting economic and social growth through the innovative use of data
- Encouraging local transparency and making authorities publicly accountable.

To help authorities on this journey, the Cabinet Office, LGA and GLA have led projects to build capacity in the sector. Regarding the former, the National Data Strategy sets out the Government's ambition to improve data use in government so that it can be used to boost productivity, create new areas of economic growth, improve delivery of local services and position the UK as the forerunner in public service innovation. The GLA's work around LODA (London Office of Data Analytics) follows similar principles. Using its position as a city-wide resource, the GLA has sought to encourage cross border collaboration to address issues that transcend boundaries (e.g., climate change, SEND transport provision, supporting 'troubled families'). Finally, the LGA have run a series of programmes including 'becoming an intelligent council' - an initiative run in conjunction with LARIA (Local Authority Research and Intelligence Association) that explores how councils can better run research exercises (quantitative and qualitative) and use this to shape service delivery. Recognising the importance for Members of having the necessary skills in this area, other programmes also include data training for councillors.

### **Legislative / national context**

The data protection legislation applicable to the Council and which governs this area is UK GDPR and Data Protection Act 2018.

In addition, for data management, the Council needs to have regard to the Human Rights Act 1998 (specifically Article 8 which protects an individual's right to respect of their private life, family life, home and correspondence such as letters, telephone calls, emails. The Council should also adhere to the Common Law of Confidentiality.

## **Looking to the future in terms of data collection, use and reporting**

Whilst an understanding of the current position in LBH regarding the production, sharing and use of data is important – of greater import is the future direction for this area of work. At the forefront of this is the use of technology where there is an acceptance that LBH is now behind the curve both in relation to other local government and wider public sector peers. Initiatives being considered include the adoption of better tools such as Power BI that will facilitate key improvements including:

- Encouraging service ownership of data
- The production and development of more intuitive data products; moving away from the current practice of static PDF and excel documents thereby improving usability
- Providing more timely information including, in some areas, real-time data (so decisions are based on the most current available data set)
- Improve data quality
- Improving the capacity of the Council to overlay multiple datasets to understand patterns and co-dependencies (at present analysis is very much silo-based and any attempts to ‘mash’ data together a manual exercise)
- Whilst not an immediate improvement – tools such as Power BI can help the Council make its first steps towards using data for predictive analytics

Exploring this direction of travel and other areas of improvement would be an important opportunity as part of this review.

### **Connected work**

None.

### **Executive Responsibilities**

The portfolio Cabinet Member responsible is Councillor Douglas Mills – Cabinet Member for Corporate Services & Transformation. However, data reporting is important for all Cabinet portfolios.

## **3. EVIDENCE & ENQUIRY**

Full lines of enquiry will be worked up in due course as per the proposed themed witness sessions, along with examples of performance monitoring and reporting. Potential witnesses, among others, could include:

- Testimony from LBH Officers; Mike Talbot and Naveed Mohammed
- Testimony from key service users – Alex Coman (Director – Safeguarding Partnerships and QA), Gavin Fernandez (Head of Service – Adult Social Care), Kate Kelly-Talbot (Director – Adult Social Work), Julie Kelly (Director – Children's Services) Mark Billings (Head of Housing Options and Homelessness)

- Testimony from James Wigley – MD Key Intelligence (external consultant)
- Testimony from neighbouring local authorities / private sector companies

Members may wish to suggest alternative /additional witnesses.

### **Initial Lines of Enquiry**

These are possible areas Members may wish to focus their questioning on:

- How current provision of data/performance supports operational delivery
- Areas of improvement from a service perspective
- Best practice elsewhere (external witnesses)
- Data and intelligence reports Cabinet Members, Select Committee Members, CMT and senior managers currently receive and what they would like to see in the future and in what format
- Systems currently used / proposed
- Frequency of current reporting
- Performance culture within LBH - how performance data is used in appraisals
- Fusion of data across services - possible improvements
- Service data vs personal data
- Data for early warnings of possible service failure
- Handling of hard copy data
- How the review ties in with strategic plans
- How reporting reassures residents that the Council is doing a good job
- Performance monitoring (KPIs) vs intelligence data gathering
- Potential for collaboration across London boroughs
- Use of data to assist in highlighting corporate risks / risk register reporting

### **Surveys, site-visits or other fact-finding events**

None proposed at present.

### **Future information that may be required**

To be confirmed.

## **4. REVIEW PLANNING & TIMETABLE**

It is proposed to structure this review into themed witness sessions aligned to the proposed Terms of Reference as set out below. This will add focus to the review's activity, information presented, lines of enquiry and questioning.

### **Proposed Witness Session Themes**

- "Where are we now?"
- "What do we need to do better and how?"

- “Where do we want to be?”

The proposed timeframe & milestones for the review are:

| <b>Meeting Date</b>                       | <b>Review stage</b>                              | <b>Theme and purpose</b>   | <b>Witnesses / officers attending</b>   |
|---|--|--|---|
| 20 July 2021                              | Agreement of scoping report                      | To agree scoping report and any changes to initiate review   | Naveed Mohammed   |
| <b>7 September 2021</b>                   | <b>Witness Session 1</b>                         | <b>Theme – where are we now?</b>   | Naveed Mohammed   |
| <b>21 October 2021</b>                    | <b>Witness Session 2</b>                         | <b>Theme – what do we need to do better and how?</b><br><br><b>Theme – where do we want to be?</b> | Naveed Mohammed<br><br>Key Service Managers (Alex Coman, Gavin Fernandez, Mark Billings, Julie Kelly, Kate Kelly-Talbot)<br><br>James Wigley – MD Key Intelligence (external consultatn)<br><br>Witness from neighbouring local authority |
| <b>24 November 2021</b>                   | De-brief and emerging findings / recommendations | To discuss key findings and identify potential recommendations                                     | Liz Penny   |
| <b>12 January 2021</b>                    | Approval of draft final report                   | Proposals – agree recommendations and final draft report to Cabinet                                | Liz Penny   |
| <b>TARGET CABINET DATE –24 MARCH 2022</b> |  |  |   |

**Resource requirements**

To be confirmed.

**Equalities impact**

To be confirmed.

**Background Papers / further reading**

None at this stage.

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## 2022/23 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF THE CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

|                           |  |
|---------------------------|--|
| <b>Committee name</b>     | Corporate, Finance and Property Select Committee |
| <b>Officer reporting</b>  | Iain Watters                                     |
| <b>Papers with report</b> | N/A  |
| <b>Ward</b>               | All  |

### HEADLINES

This is the first opportunity for the Select Committee to discuss the current stage of development of budget planning work with regard to services within the remit of the Corporate, Finance and Property Committee. This paper gives a strategic context in which the detailed proposals to be discussed at Select Committee meetings in January 2022 will need to be considered.

### RECOMMENDATIONS

1. That the Committee notes the financial context in which the 2022/23 budget setting process will take place in advance of detailed savings proposals being developed and approved at Cabinet in December 2021.

### SUPPORTING INFORMATION

2. This is the first of two opportunities within the planning cycle for the Select Committee to consider issues relating to budget planning for 2022/23 and beyond. The focus of this report is the broader financial position of the Council, with the report to be considered in January 2022 setting out the detailed budget proposals for relevant services; those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) in December 2021.

#### Corporate Overview – General Fund

##### 2021/22 General Fund Revenue Monitoring & COVID-19 Impact

3. The ongoing impact of COVID-19 on the Council's finances during 2021/22 is projected to generate pressures totalling £14,478k, bringing the total pandemic related pressures since March 2020 to £47,553k. To date, sufficient funding has been received from Government to meet these costs without recourse to local resources; however, the Council has set aside £10,126k in a dedicated Earmarked Reserve to manage any costs over and above funding received from the Government.

4. With the COVID-19 pressure being managed within external funding, an underspend of £351k is reported on the General Fund at Month 2 (May), with the underspend being driven by a combination of lower borrowing costs linked to reductions in capital spending and a favourable outlook on demand-led budgets. General Balances are projected to total £26,452k at 31 March 2021 in line with the Council's recommended range for unallocated reserves between £15,000k and £35,000k.

### 2022/23 to 2025/26 General Fund Savings Requirement

5. While the focus of the discussion for the Select 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. The following paragraphs outline the medium term financial position presented in the 2021/22 Budget Setting Report approved by Cabinet and Council in February 2021.
6. At the time of budget setting, the gross savings requirement for the Council's General Fund over the period 2022/23 to 2025/26 was projected to total £44,332k which was primarily driven by inflationary cost pressures, growing demand for services and the cost of servicing and repaying borrowing incurred in delivery of the capital programme which are expanded upon below. For 2022/23, the gross savings requirement was forecast to total £10,302k.

**Table 1: Projected Budget Gap detail**

|   | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 | Total<br>£'000 |
|---|------------------|------------------|------------------|------------------|----------------|
| Changes in Funding                              | (868)            | (2,613)          | (1,462)          | (2,534)          | (7,477)        |
| Inflation                                       | 6,342            | 6,497            | 6,654            | 6,816            | 26,309         |
| Contingency / Service Pressures                 | 3,330            | 3,406            | 3,442            | 3,442            | 13,620         |
| Corporate Items (incl. capital financing costs) | 1,498            | 5,938            | 2,406            | (383)            | 9,459          |
| <b>Underlying Savings Requirement</b>           | <b>10,302</b>    | <b>13,228</b>    | <b>11,040</b>    | <b>7,341</b>     | <b>41,911</b>  |

7. An uplift of £7,477k in recurrent funding is projected over the four-year MTF period, primarily driven by the favourable movement within the taxbase as new homes are delivered across the borough – a growth rate of circa 6% on the 2021/22 baseline.
8. Inflation represents the single largest element of the underlying savings requirement, reflecting the growing cost of maintaining current service provision, with a headline pressure of £26,309k over the MTF period. Workforce inflation through anticipated annual 2% pay awards and an expected 0.5% per annum increase in employers' pension contributions accounts for £13,297k of this growth, with £10,396k increases on the cost of care provision where annual pay inflation of around 4% is expected to keep pace with growth in the London Living Wage. The remaining £2,616k inflation reflects other contracted expenditure, energy costs and other expenses.
9. Increasing demand for services linked to a growing and changing population accounts for £13,620k of the projected savings requirement, which reflects a continuation of current trends

across Waste disposal, Adult Social Care, SEN Transport and Children’s Social Care. Annual growth in the cost of waste disposal due to a combination of population growth and price increases is expected to require £3,600k growth, with £4,454k increase in demand for Adult Social Care reflecting growing demand across the full range of care provision. Provision of £3,322k is included to manage growing demand across Children’s Services, with £2,244k uplifts on SEN Transport partially driven by the ongoing impact of the 2014 Children’s and Families Act.

10. Corporate Items, which primarily relate to the ongoing costs of financing capital investment, represent the remainder of the budget gap with £9,459k growth required over the MTF period. Budgeted capital investment in the current programme is the key driver of a £6,535k growth in debt financing and repayment costs over the medium term. The remaining balance of Corporate Items relate to the unwinding of COVID-19 related reductions in the TfL Concessionary Fare Levy and use of capital receipts to finance transformation activity, alongside moving the Council Tax Older People’s Discount to being funded from base budget rather than Earmarked Reserves.
11. The position presented would result in a net increase of £41,911k in the cost of delivering services to residents, which alongside unwinding the use of £2,421k balances to support spending in the 2021/22 financial year results in a gross savings requirement of £44,332k over the four year period to 2025/26. The following table sets out the outline budget strategy presented in February 2021 to manage this savings requirement.

**Table 2: Savings Requirement (February 2020) 2021/22-2022/23**

|                                  | 2022/23<br>£'000 | 2023/24<br>£'000 | 2024/25<br>£'000 | 2025/26<br>£'000 | Total<br>£'000 |
|----------------------------------|------------------|------------------|------------------|------------------|----------------|
| Underlying Savings Requirement   | 10,302           | 13,228           | 11,040           | 7,341            | 41,911         |
| Unwind Prior Use of Balances     | 2,421            | 1,000            | 0                | 0                | 3,421          |
| Proposed Use of General Balances | (1,000)          | 0                | 0                | 0                | (1,000)        |
| <b>Gross Savings Requirement</b> | <b>11,723</b>    | <b>14,228</b>    | <b>11,040</b>    | <b>7,341</b>     | <b>44,332</b>  |
| 3.8% Council Tax Increase        | (5,054)          | (5,290)          | (5,606)          | (5,936)          | (21,886)       |
| Current Savings Proposals        | (2,797)          | 0                | 0                | 0                | (2,797)        |
| <b>Savings to be identified</b>  | <b>3,872</b>     | <b>8,938</b>     | <b>5,434</b>     | <b>1,405</b>     | <b>19,649</b>  |
| Closing General Balances         | 25,452           | 25,452           | 25,452           | 25,452           | N/A            |

12. The assumed continuation of the Social Care Precept at 2.0% per annum plus a 1.8% inflationary uplift in the core Council Tax would deliver £21,886k towards the saving requirement, alongside existing savings proposals of £2,797k leaves £19,649k of savings to be identified over the four year period. This budget strategy is predicated on ongoing use of balances to support service budgets and therefore General Balances are expected to stabilise at £25,452k, in line with the recommended range for reserves.

## **Strategy to deal with the Budget Gap**

13. The Council continues to be well placed to manage the ongoing financial challenge, with a solid track record of delivering balanced budgets for the forthcoming financial year and securing an underspend position by outturn. This has been achieved through delivery of savings under a range of themes, including:
- a. Service Transformation represents the single largest category of savings, with items presented in this category primarily linked to implementation of the BID Programme;
  - b. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn and similar exercises being undertaken by Finance;
  - c. Effective Procurement savings capture the benefits secured from efficiency savings from contracted services and reviews of delivery models in a number of areas;
  - d. Preventing Demand - initiatives such as the Supported Living Programme where investment in early intervention and other support can avoid more costly intervention at a later date, and;
  - e. Income Generation & Commercialisation proposals primarily relate to amendments to Fees and Charges.
14. While this successful approach is to be maintained for this year's budget setting cycle, savings proposals are being developed on a multi-year basis with the intention of delivering a more strategic presentation of activity to manage the budget gap in the medium term. Proposals will be developed over the coming months and subject to approval by Cabinet in December 2021, will be presented to Select Committees in January 2022 alongside the public consultation on the budget for the forthcoming year.

## **Corporate Overview - Other Funds**

15. The Housing Revenue Account (HRA) is subject to a statutory ring-fence, with £58,944k of rental income from the Council's social housing provision being reinvested in maintenance, improvement and expansion of housing stock. The approved capital programme includes funding to acquire 419 new dwellings over the period to 2025/26, providing a mechanism to replace an expected 230 sales of properties to sitting tenants through the Right to Buy scheme. The financial standing of the HRA remains sound, with the 30 Year Business Plan demonstrating sustainability of the current operation over the longer-term. The next iteration of the HRA MTF and Business Plan will incorporate the estate regenerations schemes recently endorsed through the ballot process.
16. The Council receives funding for Schools' Budgeted Expenditure through the Dedicated Schools Grant (DSG), which is a ringfenced grant. The DSG funds both the delegated

individual schools budget and items that the School and Early Years Finance (England) Regulations allow to be retained centrally by the Council, including Special Educational Needs, Alternative Education provision and Early Years provision.

17. As highlighted in the monthly budget monitoring reports to Cabinet, funding provided by the Department for Education through the DSG has failed to keep pace with growing demand on High Needs following the introduction of the 2014 Children’s and Families Act. As of the latest budget monitoring position, the cumulative deficit on the DSG is projected to reach £34,294k by 31 March 2022. As with all authorities reporting such a deficit, the Council is currently working on development of a recovery plan for the management of this deficit, with support from the Department for Education.

**MTFF Process Update and Timetable**

18. The timetable for the budget process has been refreshed and the first MTFF sessions with Groups took place during 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 the Corporate Management Team and Cabinet Members throughout the remainder of the year.

**Table 3: MTFF Timetable**

|                     |   |
|---------------------|---|
| March to June       | Review of Budget Assumptions and initial development of Savings Proposals |
| July                | Summer Challenge Sessions   |
|                     | Summer Budget Report to Cabinet (not published)                           |
|                     | Budget Scoping Reports to Select Committees                               |
| August to September | Refresh of Budget Assumptions and refinement of Savings Proposals         |
| October             | Autumn Challenge Sessions   |
| November            | Autumn Budget Report to Leader/Cabinet (not published)                    |
| December            | Provisional Local Government Finance Settlement                           |
|                     | Consultation Budget Report to Cabinet                                     |
| January             | Public Budget Consultation  |
|                     | Following year Budget Proposals to January POCs                           |
| February            | Final Local Government Finance Settlement                                 |
|                     | Final Budget to Cabinet and Council                                       |

**Next Steps**

19. The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet in December 2021 and issued for consultation during the remainder of December 2021 and January 2022. This will include detailed consideration by each of the Select Committees of the proposals relating to their respective services.

20. Key issues within the remit of Corporate, Finance and Property Select Committee will continue to be tracked through the Council's budget monitoring process, with monthly reports to Cabinet detailing the latest position and outlook for 2020/21.

### **Implications on related Council policies**

Select Committees are at the heart of how the Council shapes policy at Member level.

### **How this report benefits Hillingdon residents**

Select Committees directly engage residents in shaping policy and recommendations from the Committees seek to improve the way the Council provides services to residents.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

The Council's Budget: General Fund Revenue Budget and Capital Programme 2021/22 – reports to Cabinet 18 February 2021 and Council 25 February 2021.

The Council's Budget: 2021/22 Revenue and Capital Month 2 Budget Monitoring – report to Cabinet 8 July 2021

## DISABILITY ACCESS IN PUBLIC BUILDINGS

|                           |  |
|---------------------------|--|
| <b>Committee name</b>     | Corporate, Finance & Property Select Committee                   |
| <b>Officer reporting</b>  | Dave Grimshaw, Planned Works and FM Manager (Corporate Services) |
| <b>Papers with report</b> | None   |
| <b>Ward</b>               | All  |

### HEADLINES

The report has been prepared at the Committee's request, to provide an overview of the Council's compliance with the Equality Act 2010 and the responsibilities placed on us as a Public Sector Organisation under the Equality Duty.

Officers have worked with our Principal Access Officer, who is a member of the National Register of Access Consultants and are confident that the Council is compliant with the requirements of the Equality Act 2010.

To our knowledge, we have had no residents' requests for additional arrangements across any of our corporate sites. If any such requests are received, they would be fully investigated to ensure our buildings are compliant.

### RECOMMENDATIONS:

**That the Committee:**

- 1. Notes the findings in this report.**

### SUPPORTING INFORMATION

The Equality Act 2010 replaced the previous anti-discrimination laws with a single Act and, by simplifying the requirements, made it easier for everyone to understand and to comply with the requirements.

The Equality Act 2010 is further supported by the Equality Duty which requires public bodies to consider the needs of all individuals in their day to day work. It encourages public bodies to understand how different people will be affected by their activities and recognises that disabled people's needs may be different from those of non-disabled people.

Officers have liaised with the LBH Principal Access Officer who carries out accessibility assessments and believe that all Council sites visited are fundamentally accessible and raise no concerns in terms of satisfying the Equality Act 2010.

This view is further endorsed by the lack of complaints and / or Members' Enquiries related to the

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Classification: Public

Corporate, Finance and Property Select Committee - 20 July 2021

subject matter; however, officers remain vigilant.

### **Implications on related Council policies**

A role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction and in this regard ensure that we are compliant with UK legislation and our own Equality and stronger communities policies.

### **How this report benefits Hillingdon residents**

This report seeks to assure our residents and visitors that we continue to focus on our responsibilities under the Equality Duty by:

- Eliminating discrimination, harassment, victimisation, and other conduct prohibited by the Act
- Advancing the equality of opportunity between people who share a protected characteristic and those who do not; and
- Continuing to foster good relations between people who share a protected characteristic and people who do not.

### **Financial Implications**

Officers are not aware of any financial implications given our view of the levels of compliance with The Equality Act 2010 but it is important that the Committee considers cost effective proposals that benefit resident taxpayers in relation to this review, which would ultimately be determined by Cabinet as part of the Council's broader budget planning process.

### **Legal Implications**

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.

The Equality Duty is supported by specific duties, set out in regulations which came into force on 10 September 2011. The specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty.

### **BACKGROUND PAPERS**

**'The essential guide to the public sector Equality Duty'**

## CABINET FORWARD PLAN

|                           |  |
|---------------------------|--|
| <b>Committee name</b>     | Corporate, Finance and Property Select Committee |
| <b>Officer reporting</b>  | Liz Penny, Democratic Services Officer           |
| <b>Papers with report</b> | Appendix A – Forward Plan                        |
| <b>Ward</b>               | All  |

### HEADLINES

The Committee is required by its Terms of Reference to consider the Cabinet Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

### RECOMMENDATIONS

**That the Corporate, Finance and Property Select Committee notes and comments on items going to Cabinet.**

### SUPPORTING INFORMATION

The latest published Forward Plan is attached.

#### **Implications on related Council policies**

The role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

#### **How this report benefits Hillingdon residents**

Select Committees directly engage residents in shaping policy and recommendations and the Committees seek to improve the way the Council provides services to residents.

#### **Financial Implications**

None at this stage.

#### **Legal Implications**

None at this stage.

### BACKGROUND PAPERS

NIL.

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# Upcoming Decisions

## Further details

Ref

Ward(s)

|  |  |   |         | Final decision by Full Council | Cabinet Member(s) Responsible  | Relevant Select Committee     | Directorate / Lead Officer               | Consultation related to the decision | NEW ITEM | Public or Private (with reason) |
|--|--|---|---------|--------------------------------|--|-------------------------------|--|--------------------------------------|----------|---------------------------------|
| SI = Standard Item each month Council Departments: PE = Planning, Environment, Education & Community Services IT = Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD = Finance |  |   |         |                                |  |                               |  |                                      |          |                                 |
| <b>Cabinet meeting - 8 July 2021 (report deadline 23 June)</b>   |  |   |         |                                |  |                               |  |                                      |          |                                 |
| <b>Cabinet Member Decisions expected - July 2021</b>   |  |   |         |                                |  |                               |  |                                      |          |                                 |
| 60   | <b>Software Support and Maintenance for the Council's Revenues, Benefits and Housing systems</b>                                       | Cabinet will consider an IT contract for the provision of support and maintenance of the Northgate Revenues and Benefits software system and the Northgate Housing software system, both of which are essential back-office systems ensuring service delivery to residents.                             | N/A     |                                | Cllr Martin Goddard - Finance - Finance / Cllr Douglas Mills - Corporate Services & Transformation   |                               | IT - Helen Vincent                       |                                      |          | Private (3)                     |
| SI   | <b>Standard Items taken each month by the Cabinet Member</b>   | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.   | Various |                                | All  | TBC                           | CS&T - Democratic Services               | Various                              |          | Public                          |
| <b>NO CABINET IN AUGUST 2021</b>   |  |   |         |                                |  |                               |  |                                      |          |                                 |
| SI   | <b>Interim, Urgent &amp; emergency decision-making by the Leader of the Council</b>  | As there is no Cabinet meeting in August, the Leader of the Council may take interim or urgent key decisions, and if so required, on behalf of the Cabinet. These will be reported to Cabinet at a later date for ratification and public record.   | Various |                                | Cllr Ian Edwards - Leader of the Council   | TBC                           | CS&T - Democratic Services               | Various                              |          | Public / Private - TBD          |
| SI   | <b>Standard Items taken each month by the Cabinet Member</b>   | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.   | Various |                                | All  | TBC                           | CS&T - Democratic Services               | Various                              |          | Public                          |
| <b>Cabinet meeting - 2 September 2021 (report deadline 18 August)</b>  |  |   |         |                                |  |                               |  |                                      |          |                                 |
| 57   | <b>The Provision of a Backup Contractor for Reactive Repairs Maintenance Service, Corporate Sites, Complaints and Property Repairs</b> | Cabinet will consider the appointment of a multi-disciplined contractor to perform a backup function to Hillingdon's Reactive Repairs and Maintenance Service Department (DLO) to undertake various work orders at the Council's housing properties, sheltered housing schemes and corporate buildings. | All     |                                | Cllr Jonathan Bianco - Property & Infrastructure   | Corporate, Finance & Property | FD / IT - Michael Breen / Gary Penticost |                                      |          | Private (3)                     |
| 034  | <b>School Capital Programme Update</b>   | The twice yearly update to Cabinet on the Council's major school infrastructure programme and upgrading of educational facilities to deliver a good quality education for all children in the Borough.  | Various |                                | Cllr Jonathan Bianco - Property & Infrastructure / Cllr Susan O'Brien - Families, Health & Wellbeing | Corporate, Finance & Property | IT - Bobby Finch                         |                                      |          | Public                          |
| SI   | <b>Voluntary Sector Leases Report</b>  | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community  | All     |                                | Cllr Jonathan Bianco - Property & Infrastructure   | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox  |                                      |          | Private (3)                     |
| SI   | <b>Monthly Council Budget - monitoring report</b>  | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.  | All     |                                | Cllr Martin Goddard - Finance  | All - TBC on decisions made   | FD - Paul Whaymand                       |                                      |          | Public                          |
| SI   | <b>Reports from Select Committees</b>  | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.   | All     |                                | All  | TBC                           | CS&T - Democratic Services               | TBC                                  |          | Public                          |
| <b>Cabinet Member Decisions expected - September 2021</b>  |  |   |         |                                |  |                               |  |                                      |          |                                 |

|   |   |  |         |   |  |                               |   |  |  |             |
|---|---|--|---------|---|--|-------------------------------|---|--|--|-------------|
| SI  | <b>Standard Items taken each month by the Cabinet Member</b>                                    | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.  | Various |   | All  | TBC                           | CS&T - Democratic Services              | Various  |  | Public      |
| <b>Cabinet meeting - 14 October 2021 (report deadline 29 September)</b> |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Voluntary Sector Leases Report</b>   | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community   | All     |   | Cllr Jonathan Bianco - Property & Infrastructure                         | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |  |  | Private (3) |
| SI  | <b>Monthly Council Budget - monitoring report</b>   | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.   | All     |   | Cllr Martin Goddard - Finance  | All - TBC on decisions made   | FD - Paul Whaymand                      |  |  | Public      |
| SI  | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.  | All     |   | All  | TBC                           | CS&T - Democratic Services              | TBC  |  | Public      |
| <b>Cabinet Member Decisions expected - October 2021</b>                 |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Standard Items taken each month by the Cabinet Member</b>                                    | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.  | Various |   | All  | TBC                           | CS&T - Democratic Services              | Various  |  | Public      |
| <b>Cabinet meeting - 11 November 2021 (report deadline 27 October)</b>  |   |  |         |   |  |                               |   |  |  |             |
| 71  | <b>The Council's Insurance Contracts</b>  | Cabinet will consider contracts with insurance providers, following a competitive tender exercise for the Council's insurance which is up for renewal.   |         |   | Cllr Martin Goddard - Finance  | Corporate, Finance & Property | FD - Sarah Hydrie & Suzie Shardow       |  |  | Private (3) |
| SI  | <b>Voluntary Sector Leases Report</b>   | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community   | All     |   | Cllr Jonathan Bianco - Property & Infrastructure                         | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |  |  | Private (3) |
| SI  | <b>Monthly Council Budget - monitoring report</b>   | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.   | All     |   | Cllr Martin Goddard - Finance  | All - TBC on decisions made   | FD - Paul Whaymand                      |  |  | Public      |
| SI  | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.  | All     |   | All  | TBC                           | CS&T - Democratic Services              | TBC  |  | Public      |
| <b>Cabinet Member Decisions expected - November 2021</b>                |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Standard Items taken each month by the Cabinet Member</b>                                    | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.  | Various |   | All  | TBC                           | CS&T - Democratic Services              | Various  |  | Public      |
| <b>Cabinet meeting - 16 December 2021 (report deadline 1 December)</b>  |   |  |         |   |  |                               |   |  |  |             |
| 038 (a)   | <b>The Council's Budget Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)</b> | This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration. | All     | Proposed Full Council adoption - 24 February 2022 | Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance | All                           | FD - Paul Whaymand                      | Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers |  | Public      |
| 039   | <b>Financial assistance to Hillingdon's local voluntary organisations</b>                       | This report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2022/23 financial year, demonstrating continued commitment to the vital work they do for residents in Hillingdon.  | All     |   | Cllr Douglas Mills - Corporate Services & Transformation                 | Corporate, Finance & Property | SH - Kevin Byrne                        |  |  | Public      |
| SI  | <b>Voluntary Sector Leases Report</b>   | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community   | All     |   | Cllr Jonathan Bianco - Property & Infrastructure                         | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |  |  | Private (3) |
| SI  | <b>Monthly Council Budget - monitoring report</b>   | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.   | All     |   | Cllr Martin Goddard - Finance  | All - TBC on decisions made   | FD - Paul Whaymand                      |  |  | Public      |

|   |   |  |         |   |  |                               |   |  |  |             |
|---|---|--|---------|---|--|-------------------------------|---|--|--|-------------|
| SI  | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.  | All     |   | All  | TBC                           | CS&T - Democratic Services              | TBC  |  | Public      |
| <b>Cabinet Member Decisions expected - December 2021</b>                  |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Standard Items taken each month by the Cabinet Member</b>                                    | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.  | Various |   | All  | TBC                           | CS&T - Democratic Services              | Various  |  | Public      |
| <b>Cabinet meeting - 6 January 2022 (report deadline 15 December)</b>     |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Voluntary Sector Leases Report</b>   | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community   | All     |   | Cllr Jonathan Bianco - Property & Infrastructure                                     | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |  |  | Private (3) |
| SI  | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.  | All     |   | All  | TBC                           | CS&T - Democratic Services              | TBC  |  | Public      |
| <b>Cabinet Member Decisions expected - January 2022</b>                   |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Standard Items taken each month by the Cabinet Member</b>                                    | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.  | Various |   | All  | TBC                           | CS&T - Democratic Services              | Various  |  | Public      |
| <b>Cabinet meeting - 17 February 2022 (report deadline 2 February)</b>    |   |  |         |   |  |                               |   |  |  |             |
| 038 (b)   | <b>The Council's Budget Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)</b> | Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration. | All     | Proposed Full Council adoption - 24 February 2022 | Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance             | All                           | FD - Paul Whaymand                      | Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers |  | Public      |
| 47  | <b>The Schools Budget 2022/23</b>   | Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.   | All     |   | Cllr Susan O'Brien - Families, Education & Wellbeing / Cllr Martin Goddard - Finance | Corporate, Finance & Property | FD - Graham Young                       | Schools Forum  |  | Public      |
| SI  | <b>Voluntary Sector Leases Report</b>   | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community   | All     |   | Cllr Jonathan Bianco - Property & Infrastructure                                     | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |  |  | Private (3) |
| SI  | <b>Monthly Council Budget - monitoring report</b>   | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.   | All     |   | Cllr Martin Goddard - Finance  | All - TBC on decisions made   | FD - Paul Whaymand                      |  |  | Public      |
| SI  | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.  | All     |   | All  | TBC                           | CS&T - Democratic Services              | TBC  |  | Public      |
| <b>Cabinet Member Decisions expected - February 2022</b>                  |   |  |         |   |  |                               |   |  |  |             |
|   | <b>Standard Items taken each month by the Cabinet Member</b>                                    | Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.  | Various |   | All  | TBC                           | CS&T - Democratic Services              | Various  |  | Public      |
| <b>Cabinet meeting - Thursday 24 March 2022 (report deadline 9 March)</b> |   |  |         |   |  |                               |   |  |  |             |
| SI  | <b>Monthly Council Budget - monitoring report</b>   | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.  | All     |   | Cllr Martin Goddard - Finance  | All - TBC on decisions made   | FD - Paul Whaymand                      |  |  | Public      |

|  |   |   |         |  |  |                               |   |         |  |                  |
|--|---|---|---------|--|--|-------------------------------|---|---------|--|------------------|
| SI   | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.   | All     |  | All  | TBC                           | CS&T - Democratic Services              | TBC     |  | Public           |
| <b>Cabinet Member Decisions expected - March 2022</b>                                  |   |   |         |  |  |                               |   |         |  |                  |
| SI   | <b>Standard Items taken each month by the Cabinet Member</b>  | 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  | TBC                           | CS&T - Democratic Services              | Various |  | Public           |
| <b>Cabinet meeting - Thursday 21 April 2022 (report deadline 6 April)</b>              |   |   |         |  |  |                               |   |         |  |                  |
| SI   | <b>Voluntary Sector Leases</b>  | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.   | All     |  | Cllr Jonathan Bianco - Property & Infrastructure | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |         |  | Private (3)      |
| SI   | <b>Monthly Council Budget - monitoring report</b>   | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.   | All     |  | Cllr Martin Goddard - Finance                    | All - TBC on decisions made   | FD - Paul Whaymand                      |         |  | Public           |
| SI   | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.   | All     |  | All  | TBC                           | CS&T - Democratic Services              | TBC     |  | Public           |
| <b>Cabinet Member Decisions expected - April 2022</b>                                  |   |   |         |  |  |                               |   |         |  |                  |
| SI   | <b>Standard Items taken each month by the Cabinet Member</b>  | 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  | TBC                           | CS&T - Democratic Services              | Various |  | Public           |
| <b>Cabinet meeting - Thursday 19 May 2022 (report deadline 4 May)</b>                  |   |   |         |  |  |                               |   |         |  |                  |
| SI   | <b>Voluntary Sector Leases</b>  | Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community  | All     |  | Cllr Jonathan Bianco - Property & Infrastructure | Corporate, Finance & Property | IT - Michael Patterson / Michele Wilcox |         |  | Private (3)      |
| SI   | <b>Reports from Select Committees</b>   | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.   | All     |  | All  | TBC                           | CS&T - Democratic Services              | TBC     |  | Public           |
| <b>Cabinet Member Decisions expected - May 2022</b>                                    |   |   |         |  |  |                               |   |         |  |                  |
| SI   | <b>Standard Items taken each month by the Cabinet Member</b>  | 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  | TBC                           | CS&T - Democratic Services              | Various |  | Public           |
| <b>Cabinet Member Decisions: Standard Items (SI) that may be considered each month</b> |   |   |         |  |  |                               |   |         |  |                  |
| SI   | <b>Urgent Cabinet-level decisions &amp; interim decision-making (including emergency decisions)</b> | The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting. | Various |  | Cllr Ian Edwards - Leader of the Council         | TBC                           | CS&T - Democratic Services              | TBC     |  | Public / Private |
| SI   | <b>Expenditure Approval: ICT Equipment, Furniture and General Equipment</b>                         | To approve or not, the release of funds for certain types of discretionary expenditure, following new expenditure approval controls agreed by Cabinet on 21 January 2016 to enable greater scrutiny of expenditure in these areas, further enhancing the Council's strong financial management.   | N/A     |  | Cllr Martin Goddard - Finance                    | Corporate, Finance & Property | FD - Corporate Procurement              | None    |  | Public           |

|    |   |  |         |  |   |                                     |                            |   |  |                                 |
|----|---|--|---------|--|---|-------------------------------------|----------------------------|---|--|---------------------------------|
| SI | <b>Ward Budget Initiative</b>   | To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.  | All     |  | Cllr Douglas Mills - Corporate Services & Transformation / Cllr Ian Edwards - Leader of the Council (if in Manor ward)  | Corporate Services & Transformation | IT - Helena Webster        | Local consultation within the Ward undertaken by Ward Councillors |  | Public                          |
| SI | <b>Business, shops and commercial rents, leases, surrenders and renewals</b>                            | To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.  | Various |  | Cllr Jonathan Bianco - Property & Infrastructure  | Corporate, Finance & Property       | IT - Mike Paterson         |   |  | Private (3)                     |
| SI | <b>To consider rent reviews</b>   | To consider rent reviews of commercial and other premises.   | tbc     |  | Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure                             | Corporate, Finance & Property       | IT - Mike Patterson        |   |  | Private (1,2,3)                 |
| SI | <b>Release of Capital Funds</b>   | The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members | TBC     |  | Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)   | All - TBC by decision made          | various                    | Corporate Finance   |  | Public but some Private (1,2,3) |
| SI | <b>The purchase of ex Council properties or new private properties for the Council's housing supply</b> | The Leader of the Council may determine, as and when required, the purchase of new properties using HRA capital funds to increase the affordable housing stock within the Borough. Such acquisitions will be reported back to Cabinet.   | TBC     |  | Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure                             | Corporate, Finance & Property       | IT - Perry Scott           |   |  | Private (1,2,3)                 |
| SI | <b>Petitions about matters under the control of the Cabinet</b>   | Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.  | TBC     |  | All   | TBC                                 | CS&T - Democratic Services |   |  | Public                          |
| SI | <b>To approve debt / write offs</b>   | To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.   | n/a     |  | Cllr Jonathan Bianco  | Corporate, Finance & Property       | various                    |   |  | Private (1,2,3)                 |
| SI | <b>To approve compensation payments</b>   | To approve compensation payments in relation to any complaint to the Council in excess of £1000.   | n/a     |  | All   | TBC                                 | various                    |   |  | Private (1,2,3)                 |
| SI | <b>Acceptance of Tenders</b>  | To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.  | n/a     |  | Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member | TBC                                 | various                    |   |  | Private (3)                     |
| SI | <b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>   | Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.  | TBC     |  | All   | TBC                                 | various                    |   |  | Public / Private (1,2,3)        |

|    |  |  |     |  |   |  |                               |  |                 |
|----|--|--|-----|--|---|--|-------------------------------|--|-----------------|
| SI | <b>Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act</b> | To consider any issues in relation to loft space and also consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation. | TBC |  | <b>Cllr Eddie Lavery - Environment, Housing &amp; Regeneration / Cllr Jonathan Bianco - Property &amp; Infrastructure</b> | <b>Corporate, Finance &amp; Property</b> | <b>IT - Mike Paterson</b>     |  | Private (1,2,3) |
| SI | <b>External funding bids</b>   | To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.  | n/a |  | <b>All</b>  | <b>TBC</b>                               | <b>various</b>                |  | Public          |
| SI | <b>Appeals in relation to business rates (NNDR)</b>  | To determine appeals in relation to business rates following a decision by the Council.  | TBC |  | <b>Cllr Martin Goddard - Finance</b>  | <b>Corporate, Finance &amp; Property</b> | <b>FD - Maureen Pemberton</b> |  | Private (1,2,3) |
| SI | <b>Response to key consultations that may impact upon the Borough</b>  | A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.   | TBC |  | <b>All</b>  | <b>TBC</b>                               | <b>various</b>                |  | Public          |

**The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK**

## CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE - WORK PROGRAMME

|                           |  |
|---------------------------|--|
| <b>Committee name</b>     | Corporate, Finance and Property Select Committee |
| <b>Officer reporting</b>  | Liz Penny, Democratic Services                   |
| <b>Papers with report</b> | Appendix A – Work Programme                      |
| <b>Ward</b>               | All  |

### HEADLINES

To enable the Committee to note future meeting dates and to forward plan its work for the current municipal year.

### RECOMMENDATIONS

**That the Corporate, Finance and Property Select Committee considers the report and agrees any amendments.**

### SUPPORTING INFORMATION

1. The Committee's meetings will start at 7.30pm and the witnesses attending each of the meetings are on occasion representatives from external organisations, some of whom travel from outside of the Borough. Forthcoming meeting dates are as follows:

| <b>Meeting Date</b>        | <b>Room</b> |
|----------------------------|-------------|
| Thursday 3 June 2021       | CR6         |
| Tuesday 20 July 2021       | CR6         |
| Tuesday 7 September 2021   | CR6         |
| Thursday 21 October 2021   | CR6         |
| Wednesday 24 November 2021 | CR6         |
| Wednesday 12 January 2022  | CR6         |
| Wednesday 2 February 2022  | CR6         |
| Wednesday 2 March 2022     | CR6         |
| Wednesday 20 April 2022    | CR6         |

### Implications on related Council policies

The role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

### How this report benefits Hillingdon residents

Select Committees directly engage residents in shaping policy and recommendations and the

Committees seek to improve the way the Council provides services to residents.

**Financial Implications**

None at this stage.

**Legal Implications**

None at this stage.

**BACKGROUND PAPERS**

NIL.

# Multi Year Work Programme

May 2021 - April 2022

2021

2022

Corporate, Finance and Property Select Committee

| June 3 | July 20 | August No meeting | September 7 | October 21 | November 24 | December No meeting | January 12 | February 2 | March 2 | April 20 |
|--------|---------|-------------------|-------------|------------|-------------|---------------------|------------|------------|---------|----------|
|--------|---------|-------------------|-------------|------------|-------------|---------------------|------------|------------|---------|----------|

## Review E: Performance Monitoring and Reporting

|   |           |  |                 |  |                 |  |              |  |         |  |
|---|-----------|--|-----------------|--|-----------------|--|--------------|--|---------|--|
| Topic selection / scoping stage           | Selection |  | Scoping Report  |  |                 |  |              |  |         |  |
| Witness / evidence / consultation stage   |           |  | Witness Session |  | Witness Session |  |              |  |         |  |
| Findings, conclusions and recommendations |           |  |                 |  | Findings        |  |              |  |         |  |
| Final review report agreement             |           |  |                 |  |                 |  | Final report |  |         |  |
| Target Cabinet reporting                  |           |  |                 |  |                 |  |              |  | Cabinet |  |

## Regular service & performance monitoring

|  |   |  |   |  |   |  |   |  |   |  |
|--|---|--|---|--|---|--|---|--|---|--|
| Mid year Budget Update                             |   |  | X |  |   |  |   |  |   |  |
| Annual complaints & service update report          |   |  | X |  |   |  |   |  |   |  |
| Biennial Safety Review - Sports Grounds (tbc)      |   |  |   |  | X |  |   |  |   |  |
| Cabinet's budget proposals for next financial year | X |  | X |  | X |  | X |  | X |  |
| Cabinet Forward Plan Monthly Monitoring            | X |  | X |  | X |  | X |  | X |  |

## One-off service monitoring

|   |   |  |   |  |   |  |   |  |  |  |
|---|---|--|---|--|---|--|---|--|--|--|
| The Council's Engagement with the Armed Forces                                | X |  |   |  |   |  |   |  |  |  |
| How the Council helps local small businesses with their procurement processes |   |  |   |  |   |  | X |  |  |  |
| Disability Access in Public Buildings   |   |  | X |  |   |  |   |  |  |  |
| The Council's Digital Strategy and future plans                               |   |  |   |  | X |  |   |  |  |  |
| Energy Efficiencies in the Civic Centre                                       |   |  |   |  |   |  | X |  |  |  |
| Information Governance and Cyber Security                                     |   |  | X |  | X |  |   |  |  |  |
| Repairs and Maintenance   |   |  |   |  | X |  |   |  |  |  |
| Website upgrade / performance   |   |  |   |  |   |  | X |  |  |  |

## Past review delivery

|  |  |  |  |  |  |  |  |  |   |  |
|--|--|--|--|--|--|--|--|--|---|--|
| Recruitment  |  |  |  |  |  |  |  |  |   |  |
| Homophobic, Biphobic & Transphobic Bullying                  |  |  |  |  |  |  |  |  |   |  |
| Local Commerce, Employment, Skills & Job Creation (date tbc) |  |  |  |  |  |  |  |  | X |  |
| Voluntary Sector Response during COVID-19 Pandemic           |  |  |  |  |  |  |  |  |   |  |

## Internal use only

|                  |           |  |  |  |  |  |  |  |  |  |
|------------------|-----------|--|--|--|--|--|--|--|--|--|
| Report deadline  | 21-May-21 |  |  |  |  |  |  |  |  |  |
| Agenda published |           |  |  |  |  |  |  |  |  |  |

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