



HILLINGDON  
LONDON



# Corporate, Finance and Property Select Committee

## Councillors on the Committee

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

**Date:** TUESDAY, 7 SEPTEMBER  
2021

**Time:** 7.30 PM

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

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

Published: Friday, 27 August 2021

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This Agenda is available online at:  
<https://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CommitteId=413>

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## Corporate, Finance & Property Services Select Committee

### Membership

7 Councillors appointed on a proportional basis.

### Terms of Reference

To undertake the overview and scrutiny role in relation to the following Cabinet Member portfolio(s) and service areas:

Cabinet Member Portfolios	Leader of the Council Cabinet Member for Property & Infrastructure Corporate Services & Transformation Cabinet Member for Finance
Relevant service areas	Democratic Services Corporate Communications Capital Programme - Major Projects Repairs & Engineering (including housing repairs) Building Safety / Facilities Management Property & Estates Corporate Finance Procurement Exchequer & Business Assurance Services ICT Legal Services Human Resources Business Administration Business Performance Customer Access Business Improvement Delivery (BID)

This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:

- Resident Experience
- Strategic Partnerships
- Community Engagement

# Agenda

- 1 Apologies for absence
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting dated 20 July 2021 1 - 6
- 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

## **Part I - Members, Public and Press**

- 5 Review: Performance Monitoring and Reporting in Hillingdon Council 7 - 26
- 6 Information Governance (Data Protection) 27 - 30
- 7 Hillingdon Digital Connectivity Strategy 31 - 56
- 8 Complaint & Service Monitoring 1 April 2020 to 31 March 2021 57 - 96
- 9 Forward Plan 97 - 112
- 10 Work Programme 113 - 116

## **Part II - Members Only**

- 11 Cyber Security 117 - 138

# Agenda Item 3

## Minutes

### CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

20 July 2021

Meeting held at Committee Room 5 - Civic Centre,  
High Street, Uxbridge



	<p><b>Committee Members Present:</b> Councillors Richard Mills (Chairman), Vanessa Hurhangee (Vice-Chairman), Lindsay Bliss, Farhad Choubedar, Tony Eginton (Opposition Lead) and Raymond Graham</p> <p><b>LBH Officers Present:</b> Naveed Mohammed (Head of Business Performance &amp; Insight), Liz Penny (Democratic Services Officer), Gary Penticost (Head of Repairs, Engineering, Planned Works and Facilities Management) and Iain Watters (Head of Finance - Financial Planning, Capital and Systems)</p>
13.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Richard Lewis.</p>
14.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
15.	<p><b>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p>Councillor Tony Eginton requested the addition of the words ‘customer access within...’ to the penultimate paragraph on page 4 of the minutes. The corrected phrase would read ‘it was confirmed that customer access within the Committee’s Terms of Reference encapsulated both physical and online access.’ It was agreed that Democratic Services would amend the wording as requested.</p> <p>In response to a request for further clarification in relation to the minutes of the previous meeting, it was confirmed that an email responding to the action points raised in relation to the Armed Forces item had been emailed to Members.</p> <p><b>RESOLVED: That the minutes of the meeting dated 3 June 2021 be agreed as an accurate record subject to the addition of the requested wording.</b></p>
16.	<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>

17. **REVIEW: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL** (*Agenda Item 5*)

Naveed Mohammed, Head of Business Performance and Insight, introduced the scoping report highlighting the Terms of Reference on page 10 of the agenda pack. It was proposed that the review would focus on 3 themes – ‘Where are we now?’ ‘What do we need to do better and how?’ and ‘Where do we want to be?’ In terms of future direction, Members were informed that discussions were already underway in relation to this and it was hoped that the Committee’s review would assist in shaping the future of data collection and reporting within the Council.

Members noted the proposal for an external consultant from MD Key Intelligence to address the Committee at its second witness session in October. In response to questions from the Committee, it was confirmed that LBH had been working with said consultant for three months. MD had been briefed to review the existing arrangements within Adults’ and Children’s Social Care and to consider how the production and use of data could be improved.

Although it was noted that Children’s / Adults’ Social Care were the most demanding areas in terms of regular and complex data, Committee Members commented that it would be useful if additional witnesses from Waste / ASB could attend the meeting in October to enable Members to hear from a wider range of officers across the Council, rather than focussing exclusively on Social Care and Housing. It was agreed that Democratic Services would liaise with Naveed Mohammed to arrange this.

Members suggested that themes 2 and 3 could potentially be combined. It was also felt that it would be useful to gain a better understanding of ‘Why we are where we are and what has hindered the Council from going further to date?’ The Committee noted that there would be a need to ascertain who the target audience was and how data could best be provided to the senior management team. It was also important to consider ‘people’ when conducting the review with a focus on staff’s attitude to the importance of data and skills. In terms of the future, a phased approach would be required – ideally predictive analytics would be achievable in the longer term. Democratic Services would liaise with the Chairman to ensure these suggestions were encapsulated within the review.

It was noted that the Committee’s Terms of Reference did not appear on the agenda pack. Democratic Services would ensure the Terms of Reference were included in future.

**RESOLVED:**

- 1. That Democratic Services liaise with Naveed Mohammed to ensure that a wider variety of witnesses are invited to attend the October Committee meeting;**
- 2. That Democratic Services liaise with the Chairman to amend the scoping report to encapsulate the Committee’s suggestions; and**
- 3. That the review scoping report be noted.**

18. **MID YEAR BUDGET UPDATE** (*Agenda Item 6*)

Iain Watters, Head of Finance – Financial Planning, Capital, Treasury & Systems, presented the 2022/23 Budget Planning Report informing Members that he would attend the Committee again in January 2022 at which time more detailed information

would be available.

In terms of the 2021/22 General Fund Revenue Monitoring and the impact of Covid-19, Members were informed that the total pandemic related pressures since March 2020 were projected at circa £48m (approximately £32m in the previous financial year and £15m in the current financial year). To date, sufficient funding had been received from Government to meet these costs without recourse to local resources; however, the Council had set aside £10,126k in a dedicated Earmarked Reserve to manage any costs over and above the funding received from Central Government.

Members heard that the financial standing of the Housing Revenue Account remained sound. In terms of the Dedicated Schools Grant (DSG), the Committee was informed that the funding provided by the Department for Education through the DSG had failed to keep pace with growing demand on High Needs following the introduction of the 2014 Children's and Families Act. The Council was working on development of a recovery plan for the management of this deficit, with support from the Department of Education.

Members welcomed the investment in new homes but queried whether sufficient money was being spent on the existing housing stock.

Councillors expressed concern regarding the risk around inflation noting that a 3% annual pay award for NHS staff was anticipated and social care staff were likely to be awarded a similar amount. It was confirmed that inflation and interest rates were constantly monitored. Interest rates were expected to remain at the current low levels for the next 2 to 3 years.

Members enquired how long the current Covid-19 related funding was expected to last and whether any further funding was likely to be forthcoming. The Committee was advised that no further funding was anticipated in the current financial year. It was estimated that the funding already received for 2021/22 would be sufficient; should any further funding be forthcoming, this could be utilised to replenish the local authority's own resources.

In response to Members' requests for clarification, it was confirmed that any further questions regarding the budget could be addressed on an ad hoc basis.

**RESOLVED: That the Mid Year Budget Update be noted.**

19. **DISABILITY ACCESS IN PUBLIC BUILDINGS** (*Agenda Item 7*)

Gary Penticost, Head of Repairs, Engineering, Planned Works and Facilities Management, presented the report. The Committee heard that officers worked closely with the Principal Access Officer to ensure compliance with the requirements of the Equality Act 2010. No residents' requests for additional arrangements had been received. Should any issues be raised, they would be investigated and addressed as required.

In response to Members' requests for clarification, it was confirmed that a lot of work was currently underway in the mezzanine area of the Civic Centre. The Principal Access Officer had played an active role in ensuring that any accessibility issues were addressed appropriately.

In cases of non-compliance with the Equality Act, Members enquired re. timescales for

completion of the required works. It was confirmed that any required works would be built into the works programme and actioned as soon as possible.

Members expressed concern that the Hillingdon Trail could be challenging for those with disabilities due to the number of stiles etc on route. It was agreed that Gary Penticost would raise this with the appropriate Head of Service.

In response to further questions from the Committee, it was confirmed that the local authority regularly reviewed new technology available to enhance access. Members heard that, in the Civic Centre, access controls had recently been improved and similar works in Hillingdon's libraries were also underway.

**RESOLVED:**

- 1. That the Head of Repairs, Engineering, Planned Works and Facilities Management liaise with the appropriate Head of Service regarding the accessibility of the Hillingdon Trail; and**
- 2. That the Disability Access in Public Buildings update report be noted.**

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

Democratic Services had provided Members with an updated version of the latest Forward Plan highlighting any new items.

In respect of item 076, (Consideration of setting a licensed deficit budget in 2021/22 for three schools in the Borough), Members expressed concern that the deficits for these schools were not coming down.

With regard to item 078 (Hillingdon Digital Connectivity Strategy), Members requested sight of this report prior to it being submitted to Cabinet in September.

**RESOLVED:**

- 1. That Members have sight of the Hillingdon Digital Connectivity Strategy prior to submission to Cabinet in September; and**
- 2. That the Forward Plan be noted.**

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

The date change for the October meeting from 12 to 21 October was noted.

At the request of Members, it was agreed that the website upgrade item scheduled for January 2022 would be brought forward to November 2020.

With regard to the Committee's review, the Chairman requested that the MD external consultant be invited to attend the September Committee meeting.

**RESOLVED:**

- 1. That the Work Programme be amended as per Members' requests; and.**
- 2. That the Work Programme be noted.**

The meeting, which commenced at 7.30 pm, closed at 8.15 pm.

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These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny on [epenny@hillington.gov.uk](mailto:epenny@hillington.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: Performance Monitoring and Reporting in Hillingdon Council

<b>Committee name</b>	Corporate Finance and Property Select Committee
<b>Officer reporting</b>	Naveed Mohammed, Corporate Services and Resources
<b>Papers with report</b>	None.

### HEADLINES

This item will focus on the first witness session regarding the Committee's review into Performance Monitoring and Reporting in Hillingdon.

### RECOMMENDATION:

**That the Committee notes the evidence heard at the witness session.**

### SUPPORTING INFORMATION

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 before Members. Further to this, on 20 July 2021, the Scoping Report (attached) was approved by the Committee subject to a few minor amendments.

At this first witness session, Members will hear from key witnesses who will set out the current situation in respect of performance monitoring and reporting within Hillingdon Council.

At this meeting, the Committee will hear evidence from Naveed Mohammed, Head of Business Performance and Insight and from James Wigley, Managing Director – Key Intelligence UK.

### ***Terms of Reference***

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

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:

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- 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.*

### **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**

NIL.

## Review: Performance Monitoring and Reporting in Hillingdon Council: Where are we now?

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Naveed Mohammed, Corporate Services and Resources
Papers with report	None
Ward	All

### HEADLINES

This paper provides an overview of how the tracking of performance and provision of insight data are arranged in the Council, examples of the sort of data that is provided and (through enclosed appendices), how data is used to shape operational delivery and the strategic development of services.

### RECOMMENDATIONS:

#### That the Committee:

- 1. Notes the existing arrangements for how the London Borough of Hillingdon arranges and manages the production and use of business intelligence to drive service delivery and change.**

### SUPPORTING INFORMATION

The Council delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon. As part of this, the Council routinely gathers a wide spectrum of data, across all directorates. The purposes of this data collection are varied. Most immediately is the need to ensure that the services being delivered are done so in the most effective and efficient manner and in a way that is meeting resident need. Beyond this though, there is a need to plan for the future development of services – making sure that, as the Borough changes, our services are agile enough to respond. Finally, there is a need to satisfy statutory returns – the annual collection of council data by central government.

Given the voluminous nature of the data that is gathered and the different purposes described above, 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 the use of more bespoke databases and data mining software.

This paper will provide an overview of how LBH currently does this. Through the use of case studies, the paper will also elaborate on specific arrangements in place within key directorates

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and how other areas of the Council's business are supported. Finally, the paper will touch on the current repertoire of tools used in the production and management of data.

## **Part 1 – How are responsibilities for handling/managing data currently arranged?**

As mentioned previously the Council provides over 700 services to local residents. The provision of these services relies on the effective and efficient gathering of service data, whether this relates to demographics and understanding the make-up of clients, how efficiently functions are being delivered or measuring outcomes achieved (i.e. what difference the services provided are making for Hillingdon residents).

In order to ensure that directorate and service colleagues have the requisite support needed – the Council, like many other organisations, has brought together the performance resource into a central team. Currently comprising 12 FTE – the corporate team routinely, and by exception, supports the depth and breadth of Council services.

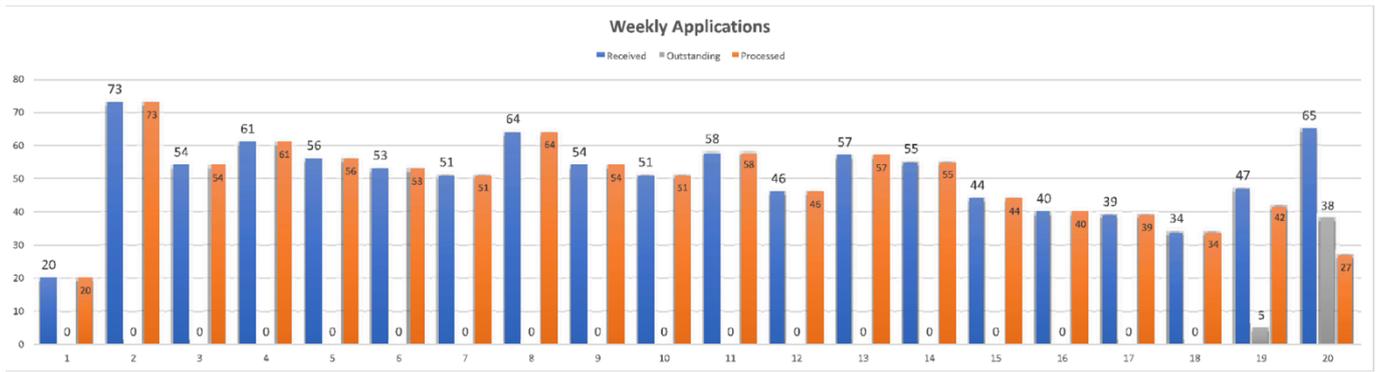
Whilst there is significant interface between the corporate team (Business Performance and Insight), this demarcation enables both a better use of finite resources (with members of the corporate team having expertise across multiple areas of the Council's business), it also enables for better transparency 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 purposefully kept straightforward. Services are responsible for inputting data into case management systems. Business Performance are 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.

Given the finite, and relatively small resource available corporately, how much support individual directorates receive is determined through a number of considerations namely risk, status (statutory or non-statutory) and volume of activity. On this basis directorates such as Children's Social Care (including SEND), Housing and Adult Social Care have dedicated resource. Outside of this, analysts are given responsibility for 2+ areas each. This ensures sufficient coverage of analytical support whilst also giving analysts the opportunity to develop understanding and expertise across multiple functions.

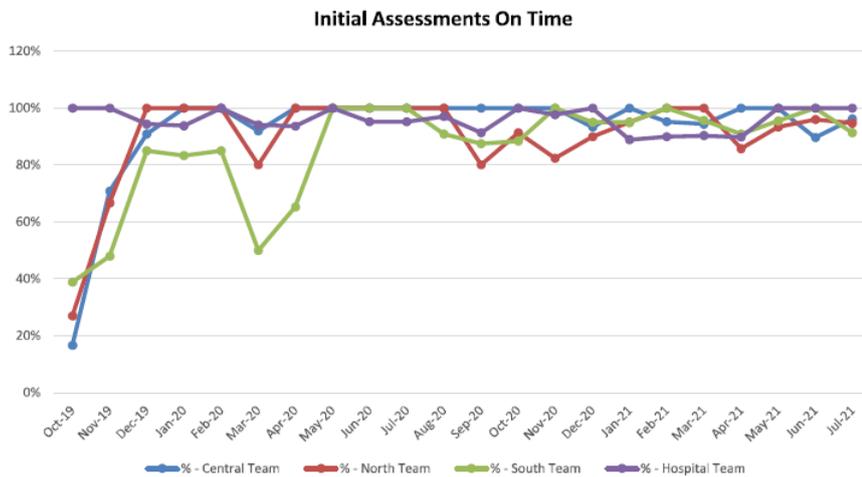
Inevitably, given the very different nature of the directorates, the outputs required vary. For the statutory, high risk services – there is a need to provide regular weekly and/or monthly data (frequency being largely determined by audience type). Examples of this include analysis of Locata applications for housing (weekly), demand at the front door for children's social care (weekly) or the monthly team's dashboard for Adults. Data that is more strategic in nature or where there is benchmarking is produced on a quarterly basis (ChAT, LIIA)

## Weekly



This will be part of a detailed dashboard produced weekly for Housing Services. This details the number of applications made on Locata, how many of those have been proceeded and how many are outstanding.

## Monthly - Adults



These two charts are taken from the monthly Adults Teams dashboard. This tracks activity on a monthly basis against a range of KPIs

North Team				
Indicator	Jun-21	Jul-21	DOT	YTD
Total Number of FACE Overview Assessments Completed	51	42	↓ -18%	185
Total Number of FACE Capacity Assessments Completed	9	3	↓ -67%	30
Total Number of Carers Assessments Completed	5		↓ -100%	0
Number of Initial Assessments completed	25	19	↓ -24%	73
% Initial Assessments completed in 28 days	96%	95%	↓ -1%	93%
Number of 6 Week Reviews Completed	3	8	↑ 167%	23
% 6 Week Reviews Completed on Time	100%	100%	↔ 0%	100%
Total Active Cases	111	106	↓ -5%	106
Total Cases Opened in last 30 days	100	77	↓ -23%	331
Total Cases Closed in last 30 days	74	82	↑ 11%	321
Number of Open Safeguarding Episodes	32	30	↓ -6%	30
% of Open Safeguarding Episodes > 50 days	25%	27%	↑ 7%	27%
Number of Closed Safeguarding Episodes	31	25	↓ -19%	98

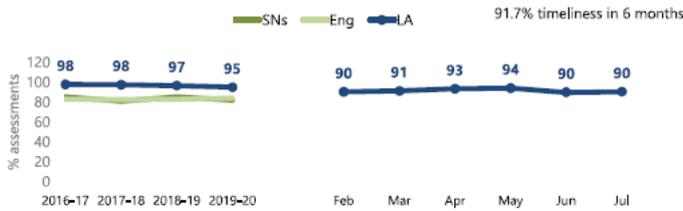
# Monthly – Children’s

Rate of completed assessments per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

Assessments completed in 45 working days



91.7% timeliness in 6 months

Rate of 547 enquiries per 10,000 children aged 0-17



\*Annualised rate for comparison purposes

The chart to the left is the monthly ChAT report. It is used both for operational management and, importantly, to plan for inspection readiness. It comprises those key metrics that Ofsted will be assessing and offers both an annual trend and benchmarking data.

The chart below is the quarterly London Innovation and Improvement Alliance report. This is a pan-London data project that we are a part of. We produce the data for LBH and submit – this provides key benchmarking data for LBH.

# Quarterly

Contacts received in the period as a rate per 10,000 children aged under 18 (Annualised Rate per 10,000 pop)

National or regional	2019-20Q3	2019-20Q4	2020-21Q1	2020-21Q2	2020-21Q3
<b>Comparator Group</b>					
England					
Inner London	2068	1960	1742	2051	2157
London	2161	2132	1825	2144	2357
Outer London	2254	2250	1882	2202	2483
<b>LA</b>					
Barking and Dagenham	2073	1947	1573	1940	2098
Barnet	1948	1944	1672	1720	1980
Bexley	2191	2443	1847	2245	2492
Brent	1707	1726	1544	1570	2112
Bromley	1160	1260	1263	1460	1454
Camden	1320	1160	1031	1226	1377
City of London	2257	1707	1308	1727	1431
Croydon	1948	2041	1470	1948	1931
Ealing	2012	1645	1376	1470	1725
Enfield	3652	3694	3016	3596	4326
Greenwich	1215	1067	956	1188	1301
Hackney	2324	2292	1813		
Hammersmith and Fulham	1735	1697	1757	1860	1995
Haringey	2291	2150	1726	2002	2145
Harrow	1676	1673	1268	1679	2013
Havering	2471	1698	1761	2017	2014
Hillingdon	2214	2245	2036	2353	2423
Hounslow	2884	3175	2625	3051	3599
Islington	2875	3171	2694	2700	2808
Kensington and Chelsea					
Kingston upon Thames	3973	4092	3308	3800	4402
Lambeth	2854	2759	2168	2720	2632
Lewisham	1306	1263	1472	2850	2706
Merton	1400	1272	1222	1352	1414
Newham	1953	1922	1634	1873	2189
Redbridge	2178	2231	1671	2124	2186
Richmond upon Thames	3536	3610	3385	3511	3563
Southwark	2064	1528	1579	1892	2038
Sutton	2032	2145	1335	2043	3077
Tower Hamlets	2049	2000	1610	1725	2177
Waltham Forest	2562	2839	2432	2778	3063
Wandsworth	2083	2010	2029	2269	2426
Westminster	1775	1825	1825	1768	1954

Heatmap referring to latest Qtr data



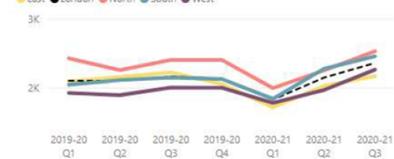
Average for latest Qtr by Subregion



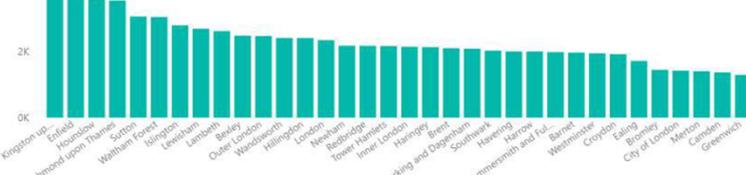
Average for Inner and Outer London



Average by Subregion



Data for Latest Qtr by LA



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Table 1

Directorate	Examples of Functions	Examples of data gathered
Corporate Services	Legal, Democratic Services, HR, Business Performance, BID	HR data, Office of National Statistics data, Greater London Authority data store including census, labour market trends.
Finance	Business Assurance, Revenues and Benefits, corporate finance, Procurement	Council tax collection, business rates, benefits information, debtors.
Planning, Environment, Education and Community Services	Education, Planning, Housing, Sport and Culture, Community Safety and ASBIT, Libraries.	Health profile, school places, Strategic Needs Assessment, crime types, school attainment, library footfall, books issued.
Adults, Children's and Young Peoples Services	Safeguarding, Early Intervention, Children and Adult's social care, disability services, Public Health	Service demand, business processes, Special Educational Needs numbers, children's centres, employment and training figures for young people, Youth Offending, caseloads, length of time of cases.
Infrastructure, Building Services and Transport	IT, Building Services, Waste and Refuse Collection, Transport	Council spend over £500, Household Waste Collection, ASBIT, Household Recycling

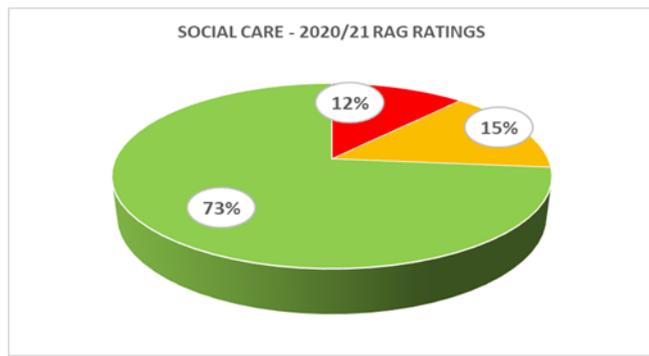
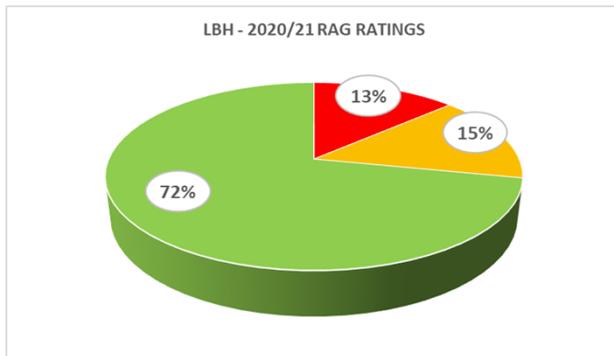
### Corporate Reporting

In addition to reporting at service level – there is corporate reporting to CMT in the form of a balanced scorecard. Here key metrics at service level are selected and cascaded up and reported to CMT on a quarterly basis. This report is built in such a way as to be able to track performance, so key to this is the inclusion of targets and an associated 'traffic-light system'. This rates each metric (where apt) against a threshold with indicators that are off target flagged as Red. The relevant Service heads are given an opportunity to outline mitigating factors and plans for remedial action – the outcomes of which are reported in subsequent months.

Service	Measure	Lead Officer	2020/21										Target
			RAG rating to Target guide: 100%-95% = Green, 94%-90% = Amber, <90% = Red										
			Q1		Q2		Q3		Q4		YTD		
Actual	Status	Actual	Status	Actual	Status	Actual	Status	Actual	Status	Actual	Status		
SEND	% of EHC Plans prepared within 20 Weeks	VH	27.60%	Red	44.30%	Red	81.80%	Amber	72.70%	Amber	56.30%	Red	85.0%
Housing Tenant Services	% of council owned residential stock void	RS	1.32%	Amber	1.15%	Amber	1.30%	Amber	1.71%	Red	1.71%	Red	1.00%
	Void Rent Loss	RS	£299,548	Red	£254,116	Red	£234,838	Red	£263,650	Red	£1,052,152	Red	£620,000
Housing Needs	Number of households in nightly charged B&B	MB	160	Red	176	Red	162	Red	169	Red	162	Red	130
Food Health & Safety	Number of Inspections in categories A-E completed	SW	0	Red	72	Red	72	Red	72	Red	216	Red	903
Housing repairs	% standard/minor voids repairs turnaround within 10 working days	GP	88%	Green	66%	Red	60%	Red	68%	Red	71%	Red	90%
	% of homes that meet Decent Homes Standards	GP	Not available	N/A	Not available	N/A	63%	Red	63%	Red			100%
	% of stock rated C and above (EPC)	BF	Not available	N/A	Not available	N/A	Not available	N/A	26%	Red			100%

Classification: Public

Corporate, Finance and Property Select Committee – 7 September 2021



### Performance Data Vs Insights

Whilst production of performance data is one element of the service provided by Business Performance, of equal import is the analysis of such data to establish patterns and trends. Whilst such information is needed for operational planning – it becomes critical when planning for strategic changes or service redesign. Here, Business Performance has supported service colleagues in developing needs assessments or ‘deep dive’ analyses looking at service trends, service take-up and using data from multiple sources to offer a more nuanced understanding. This will normally include assessing demographic data and socio-economic profiles (children in poverty, indices of multiple deprivation).

### One off pieces of work

Finally, the service as part of its routine work will support individual projects with ad hoc analyses. Examples of this include Member Reviews (a notable analysis being educational performance of white boys). More recently our work on Covid-19 has been critical in helping the Council and its partners better target local interventions to support residents. Analysis has been developed on the basis of a live dashboard.

### **Data Sources/Tools**

The main tools used by the Business Performance Team are SAP Business Objects (BOXI) and Microsoft Excel. BOXI provides a reporting and analytical tool that allows officers to write queries that interrogate the data captured by services areas. It can provide automated distribution of operational reports and enable large volume data capture. Excel provides a platform that allows officers to analyse and present data in a clear and accessible format for end users to study.

The authority captures its own data using a variety of systems. Within social care the service areas record their case actions and updates using Protocol, children and young person’s services use ICS (Integrated Children’s System) and adult social care use IAS (Integrated Adult’s System), Housing and Tenancy services use NPS Housing.

These records are used to create a reporting environment for SAP Business Objects 11 (BOXI) to extract and interrogate the data to provide strategic analysis and operational data. For day-to-

day operational data, typically listings of cases or clients, BOXI is used to deliver automated self-service updates to the relevant teams. More complex management information is interrogated and presented using Excel. BOXI outputs are converted to Excel workbooks, then they are manipulated by Business Performance Team officers to demonstrate trends, evidence performance, support oversight of key performance indicators, provide response to freedom of information requests and assist in service planning.

External data, typically published by government departments, the Local Government Association or other public bodies, comes to us in a variety of formats, for example PowerBI, Excel, Tableau. As with our own data this is usually converted into an Excel format to allow for data manipulation, presentation and data sharing with colleagues. This data is used for identifying regional or national performance, benchmarking purposes and informing strategic discussion.

Outside of the aforementioned tools used to extract and produce reports, the Council has access to bespoke systems across specific areas. Examples of this include:

- Education - Fischer Family Trust (used for gathering and reporting on school attainment results).
- Community Safety - data on crime types and trends including benchmarking data is obtained from the Metropolitan Police as well as 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 Department of Health or from local Clinical Commissioning Group partners via a portal called Finger Tips.
- 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.
- Experian – A more recent acquisition. Experian offers insights not commonly available via other tools which draw on publicly available information (for instance ONS data). Recently Experian has been used for work around the contact centre and shaping how the Council interacts with residents. It has also been used to ‘profile’ school cohorts (based on School Census data) and profiling ‘catchments’ as part of the Children’s Centre work.

### **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.

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

The robust collection and provision of performance and insight data enables Chief officers and Members to assess whether the Council is delivering on its aim of Putting Our Residents First; delivering services in an efficient and effective way that meets residents’ needs. Where gaps are identified, officers can be held to account through effective challenge.

**Financial Implications**

None at this stage.

**Legal Implications**

None at this stage.

**BACKGROUND PAPERS**

Nil.



## 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 IQanta.
- 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 **and why?**"
- **"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 and why?</b>	Naveed Mohammed <b>James Wigley – MD</b> <b>Key Intelligence</b> <b>(external consultant)</b>
<b>21 October 2021</b>	<b>Witness Session 2</b>	<b>Theme – what do we need to do better and how? Where do we want to be?</b>	Naveed Mohammed  Key Service Managers (Alex Coman, Gavin Fernandez, Mark Billings, Julie Kelly, Kate Kelly-Talbot, <b>Cathy Knubley, ASBET</b> )  James Wigley – MD Key Intelligence (external consultant)  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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## INFORMATION GOVERNANCE (DATA PROTECTION) IN HILLINGDON

<b>Committee name</b>	Corporate, Finance & Property Select Committee
<b>Officer reporting</b>	Raj Alagh, Borough Solicitor
<b>Papers with report</b>	None
<b>Ward</b>	All

### HEADLINES

This report advises the Select Committee of the information governance arrangements in place within Hillingdon and how the Council ensures full compliance with the General Data Protection Regulation (“GDPR”) and the Data Protection Act 2018.

### RECOMMENDATION:

**That the Committee notes the content of the report.**

### SUPPORTING INFORMATION

In May 2018 the European Union’s General Data Protection Regulation (GDPR) came into force. The general effect of the GDPR was to considerably strengthen the legislation relating to the processing of data by enhancing the protection given to individuals and to require data controllers (an example being the Council processing residents’ data) to demonstrate that they have a lawful basis for processing all data. The GDPR also introduced a requirement for organisations to conduct data protection impact assessments before new procedures that may impact on an individual’s privacy (such as the installation of new CCTV cameras or where children are involved) are introduced.

The Data Protection Act 2018 was also enacted in May 2018 and brought the GDPR into English domestic law and the GDPR and Data Protection Act 2018 are read together.

Importantly, GDPR requires organisations to only retain data for as long as is necessary and gives individuals the right to request that their data is erased and for any mistakes to be corrected. Further, it is for the Council to demonstrate why information has been retained or destroyed and in this regard ,organisations are required to show that they adhere to a Data Retention Schedule.

The GDPR enhanced the powers of the Information Commissioner (“ICO”) to impose fines in the event of the legislation being breached. Prior to 2018, the ICO could issue a fine of up to £ 500,000 for the most severe breaches of data protection. The GDPR now permits a fine of up to £ 17.5 Million to be issued.

For the first time the GDPR required all organisations to appoint a statutory Data Protection Officer. The Borough Solicitor was appointed to this role in January 2018. In order to ensure that the Council was fully prepared for GDPR a working group chaired by the Borough Solicitor and

comprising representatives of Legal Services, Policy and Internal Audit was established to review all of the Council's existing data protection policies and procedures to ensure that they remained fit for purpose and to raise awareness of GDPR across the Council.

Approximately 40 training sessions were held for Council employees prior to May 2018 and all employees and contractors were required to undertake a compulsory online GDPR Training Module once GDPR came into force.

At its meeting in May 2018 Cabinet approved a number of policies and procedures which demonstrate how the Council complies with the GDPR, including:

1. Data Protection Policy.
2. GDPR Golden Rules.
3. Information Governance Policy.
4. Data Protection Impact Assessment Policy.
5. Data Retention and Deletion Policy.

All of these policies are readily available to staff on Horizon (the Council's intranet).

Cabinet also resolved that all members of the Council would receive data protection training from the Borough Solicitor which was duly delivered.

### **Responsibility within Hillingdon**

All staff are responsible for ensuring compliance with all Council policies and procedures and accountability for their service areas rests with corporate directors. The Borough Solicitor, as statutory Data Protection Officer, is responsible to the ICO and can be required to provide any information in connection with data protection. The Data Protection Officer must report any data breach that affects the rights and freedoms of others to the ICO within 3 days and the ICO has extensive enforcement powers including conducting audits of the Council's working arrangements, serving improvement notices and the imposition of fines for breaches of the legislation.

Training is ongoing with all staff required to undertake an annual GDPR electronic training module. Prior to lock down in March 2020 weekly training sessions were taking place to raise awareness of data protection requirements, particularly relating to freedom of information and subject access requests.

The arrangements for elected members are different within Hillingdon. Each councillor maintains their own individual registration with the Information Commissioner and is responsible for ensuring compliance with the legislation. As stated above, all elected members have received training on the GDPR and this training will again take place after the next local elections in May 2022.

### **Hillingdon's Compliance**

Over the last year 1 data protection breach had to be reported to the ICO. This concerned the loss of confidential papers which had been sent to an old address of a panel member. The ICO decided not to take any formal action in respect of this breach but recommended that Council

procedures were tightened to minimise the risk of any future breaches. In this regard, any confidential papers which need to be delivered outside of the Council (at the time the panel was working remotely) will now be delivered by a courier who is instructed to return the documentation if it cannot physically be handed to the addressee.

The most common cause of data breaches within the Council is by documents being sent to the wrong email address, largely because of the use of predictive text. In order to minimise this possibility, staff are recommended to double check with a colleague that the correct email address has been used when sending sensitive information. However, this is not always possible when staff are working remotely.

As stated above it is a general rule that information concerning an individual cannot be disclosed to a third party without their consent and it is for the Council to demonstrate that consent has been freely given or that the Council has other lawful authority to disclose information about an individual.

In this regard, the GDPR authorises the disclosure of information without the consent where, for example, information is requested by the police in order to prevent or detect crime or where information is requested by a medical professional or other statutory body for safeguarding purposes. Similarly, the Council is frequently served with court orders requiring it to disclose information about an individual where that information is relevant to legal proceedings, the most frequent example being family disputes. In order to protect the Council's interests, these cases are all dealt with by the Information Governance Lawyer.

The Hillingdon Information Assurance Group (HIAG) comprises senior representatives from all Council departments and meets on a quarterly basis to discuss any information governance issues. HIAG has authority to implement any changes that are necessary to ensure full compliance with the legislation. In addition, HIAG is responsible for sharing best practice across the Council and ensuring that lessons are learnt from all data protection breaches and other problematic cases.

Further, in 2020 Internal Audit conducted a review of the Council's data protection arrangements and made a number of recommendations for improvement. All of these recommendations have been implemented, including ensuring that the Council's Data Retention and Destruction policy is fully up to date and reflects best practice as well as the legislation.

In conclusion, the Council has done everything possible to ensure that there is a robust data protection regime in place across the whole spectrum of its services. However, it is inevitable that human error will arise from time to time within such a large organisation but to date, the Council's data protection policies and practices have ensured that it is able to satisfactorily address any challenges which have arisen.

The Borough Solicitor will attend the Select Committee meeting and will be happy to answer any questions which Members may have.

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

There are no implications on Council policies that arise from this report.

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

Having robust data protection policies and practices in place helps to safeguard residents' personal data in their dealing with the Council.

### **Financial Implications**

There are no direct financial implications arising from this report. Non-compliance with GDPR leading to data breaches would expose the Council to the risk of significant financial penalties.

### **Legal Implications**

The Borough Solicitor confirms that the legal implications are included in the body of the report.

### **BACKGROUND PAPERS**

NIL

## HILLINGDON DIGITAL CONNECTIVITY STRATEGY

<b>Committee name</b>	Corporate, Finance and Property Select Committee
<b>Officer reporting</b>	Sajad Rashid - ICT
<b>Papers with report</b>	Cabinet report and strategy
<b>Ward</b>	All

### HEADLINES

The Committee have previously requested further information on the Council's digital connectivity strategy as part of its work programme.

The strategy is scheduled (as per the Forward Plan) for consideration at Cabinet on 2 September. Subject to Cabinet agreeing the strategy, the Committee will be able to seek further clarification and information from officers on its implementation.

### RECOMMENDATIONS:

**That the Committee note the Council's plans for digital connectivity.**

### SUPPORTING INFORMATION

Attached is the Cabinet report (published on the 24 August) along with the strategy document.

The ICT Project Manager leading on digital connectivity will be present at the meeting to answer any questions from Members.

### 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.

### How this report benefits Hillingdon residents

Good digital connectivity across the Borough will benefit residents in their daily lives and help local businesses grow and adapt to new technologies and opportunities.

### Financial Implications

None directly from this report.

### Legal Implications

None.

### BACKGROUND PAPERS

NIL

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# HILLINGDON DIGITAL CONNECTIVITY STRATEGY

<b>Cabinet Member(s)</b>	Councillor Douglas Mills
<b>Cabinet Portfolio(s)</b>	Cabinet Member for Corporate Services & Transformation
<b>Officer Contact(s)</b>	Kelly Walkey – Infrastructure, Transport & Building Services
<b>Papers with report</b>	Appendix 1 – Digital Connectivity Strategy (3 Year Plan)

## HEADLINES

<b>Summary</b>	This report sets out a proposed Digital Connectivity Strategy for Cabinet to approve. In essence, the strategy seeks to ensure the Council is ‘investor ready’ to capture the national progress of digital technologies and infrastructure locally to ensure that Hillingdon is a place with great digital connectivity for our residents and local businesses to thrive.
<b>Putting our Residents First</b>	This report supports the following Council objectives of: <i>Our People</i> .
<b>Financial Cost</b>	There will be no direct financial cost to the Council
<b>Relevant Select Committee</b>	Corporate, Finance and Property Select Committee
<b>Relevant Ward(s)</b>	All Wards

## RECOMMENDATION

**That the Cabinet approves the London Borough of Hillingdon’s Digital Connectivity Strategy.**

### Reasons for recommendation

This report sets out a proposed Digital Connectivity Strategy for Cabinet to approve. In essence, the strategy seeks to ensure the Council is ‘investor ready’ to capture the national progress of digital technologies and infrastructure locally to ensure that Hillingdon is a place with great digital connectivity for our residents and local businesses to thrive. Digital Connectivity will continue to have a profound impact on the way we live, work, travel, connect with others and manage our lives.

Digital Connectivity is increasingly becoming an important consideration in domestic and business location choices. Current data for the Borough is showing the level of Full Fibre at 5%, compared to the average of 13% in West London. Some residents are being impacted with slow and capped speeds due to old infrastructure, which has been highlighted by the pandemic.

As more residents and local businesses operate from a home environment, good connectivity is vital for their daily tasks, but this is also placing huge burdens on the current infrastructure. By uplifting the current copper connections to Full Fibre, this will enable ultra-fast broadband so that Residents can work, shop, learn and entertain without limitations.

Hillingdon's proposed Digital Connectivity Strategy is the enabling vehicle by which the Council will seek to achieve these aims for the Borough working with partners and the private sector.

### **Alternative options considered / risk management**

The only other alternative is to not have a strategy in place, meaning that the Borough's digital infrastructure may continue to remain outdated and presents limitations for residents.

### **Select Committee comments**

None at this stage, however, the Corporate Finance and Property Select Committee has indicated its wish to monitor the delivery of this.

## **SUPPORTING INFORMATION**

### **Digital Connectivity**

Digital Connectivity (access to the internet) is increasingly becoming an important consideration in domestic and business location choices, particularly as online presence is becoming the dominant commercial and communication channel.

The Government intends to deliver nationwide gigabit-capable broadband as soon as possible and aims for the majority of the population to have 5G coverage by 2027. The implementation of this will massively enhance digital capability and performance for the UK and local areas. This will bring new and exciting opportunities and innovations and will have big impacts on sustainability, travel, communications, safety and even health and social care. It will continue the change in the way people work and communicate, and further innovate the way businesses and the public sector deliver services.

The investment required to deliver this digital infrastructure is high and local authorities will need to be 'investor ready' to attract early investment to support this delivery.

We are now living in an era of increasing digitisation across all industries. Mobile and fixed connections to the internet are becoming more and more important to residents and local businesses and is often regarded as the 'new utility' in most people's lives, along with electricity, gas and water. More recently, Covid-19 has sped up and necessitated new ways of working, particularly from home. This has hugely increased digital traffic. Most see this trend set to continue and the Government estimates that digital traffic is set to grow between 25% - 40% per year for

the foreseeable future. Other local authorities are also developing investment strategies, plans, priorities and setting their future ambitions for Digital Connectivity, therefore, it is the right time for Hillingdon to consider the same. These local authorities are also using their enabling role around digital connectivity as a way of helping to regenerate town centres and attracting footfall back onto high streets.

### **Action to-date**

The Council has already taken a number of operational actions to boost the Council's approach to digital connectivity. These include the following:

1. Embedding Digital Connectivity – The Council has established a small new team with responsibility for Digital Connectivity - who act as a single contact for infrastructure providers and to coordinate across the Council. This includes a steering group across council services to accelerate activity.
2. Standard Policies and Protocols - The Council has developed of a range of standard processes and procedures that seek to ensure that the Borough is easy place for Digital Infrastructure Providers to work with and that we are responsive and coordinated.
3. Development of Wayleave & Open Access Agreements - Officers have worked with Legal Services to approve a Standard Wayleave Agreement to enable providers to provide digital connections into Social Housing blocks. Discussions are underway with various Wi-Fi providers regarding Open Access Agreements that would allow the deployment of 'Small Cells' to enable 4G and 5G coverage.
4. Alignment with West London Alliance (WLA) Digital Programme - the Council plays an active role in 'Digital West' the WLA's group that helps to coordinate and align digital activities and investment across West London. This will enable the Borough to leverage the combined power of the WLA to get the best from the infrastructure providers we engage with and utilise the common data, tools and procurement frameworks to streamline processes.

### **Planned investment in Hillingdon**

This 'investor ready' approach by Hillingdon is already delivering:

1. Openreach - has agreed to invest £2m in the uplifting of two telecoms exchanges, one in Hayes and the other in Uxbridge with further investment into exchanges to be announced. This is in addition to the uplifting of infrastructure of Full Fibre in the Borough's social housing.
2. Community Fibre - has agreed to assist to Full-Fibre the Borough's social housing with the addition of 10 free Full-Fibre connections for community centres, apprenticeship programmes, 3 Ambassadors Volunteer roles to train the community and online training.
3. Telefonica/Ontix – have expressed their desire to upgrade their network availability across the Borough by installing 4G small cells technology which will eliminate the network congestion that has been identified.

4. Hyperoptic – has expressed their desire to assist in Full-Fibre for social housing in the Borough and to offer low cost packages for those on low incomes and other benefits.

### Hillingdon's proposed Strategy

To build on the above actions and planned investment, Officers have developed the attached Digital Connectivity Strategy. Whilst largely this sets out the Council's enabling role with partners and the private sector, part of this strategy in will also be in partnership with the West London Alliance to help accelerate learning, to ensure a consistent model, to better leverage investment and to reduce duplication of effort.

The proposed strategy (attached) has been developed around 3 critical and interlinked strands:

1. **Digital Place** - enabling fast network coverage and eradicating low connectivity points for residents and businesses and delivering priority projects in line with the Council's plans. This will improve connections to public buildings and support service innovation and help develop new business connections and new residential connections within Hillingdon.
2. **Digital Council** - encouraging digital investment into the Borough, by being 'investor ready', developing broader Council digital strategies and driving digital innovation. This will include Improved relationships with each Mobile Virtual Network Operator (MVNO), clearer mutual objectives and development of partnering approach. clarity on investment models, priorities and plans and also the removal of barriers and issues.
3. **Digital Inclusion** - enabling independent living and learning, building digital skills and an agile, skilled future workforce. This will ensure that the right information, services and conditions are in place to enable all stakeholders to interact confidently in a Digital Place.

The proposed Digital Connectivity Strategy is fully aligned with the West London Alliance Digital Programme.

### Financial Implications

The Council secured grant funding of £92,500 through the West London Alliance Enabling Fund to support the delivery of Digital Connectivity. This income, together with a contribution from the HRA (given that a key area of focus includes the Council's housing stock,) has funded an initial phase of consultancy work undertaken by Agilisys, subsequent subject matter expertise from the same provider and the creation of a 12-month fixed term Project Manager post to help progress the digital agenda as outlined in this report.

Should Cabinet approve the London Borough of Hillingdon's Digital Connectivity Strategy, a further review of future resourcing requirements will be undertaken, together with consideration of the funding options available.

## RESIDENT BENEFIT & CONSULTATION

### The benefit or impact upon Hillingdon residents, service users and communities?

Below are a number of benefits to the communities and residents:

- Faster network coverage and eradicate low connectivity points for residents and businesses using 5G and Fibre;
- Outcomes that will help to tackle congestion, air quality and de-carbonisation;
- To improve digital inclusion to enable independent living and learning;
- Build digital skills and an agile, skilled and digitally included future workforce;
- Enable increased access to services through digital innovation.

### Consultation carried out or required

There is a Steering Group established for the Digital Connectivity Project, that meets every month. The Group has recommended the Strategy and support the objectives and outcomes.

## CORPORATE CONSIDERATIONS

### Corporate Finance

Corporate Finance has reviewed this report and concurs with the financial implications set out above, noting that there are no direct financial costs relating to the recommendations contained in this report.

### Legal

The Borough Solicitor confirms that approval of the Council's Digital Connectivity Strategy will comply with the Council's obligations under the Digital Economy Act 2017 and the Electronic Communications Code.

## BACKGROUND PAPERS

NIL

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# London Borough of Hillingdon

## Digital Connectivity Strategy (3 Year Plan)

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2021 - 2023



HILLINGDON  
LONDON

# Storyboard for Hillingdon Digital Connectivity Strategy

- Foreword & Context – Why Now?
- Responsibilities & Governance
- Strategic Framework & Ambition for Digital Connectivity
- Priority Projects in Hillingdon by Theme



## Foreword & Context - Why Now?

Digital Connectivity – mobile and fixed connections to the internet – is becoming more and more important to Residents and local businesses and in many ways is becoming the ‘new utility’ in most people’s lives. We are now living in an era of increasing digitisation across all industries.

Digital Connectivity will have a more and more profound impact on the way we live, work, travel, connect with others and manage our lives.

Hillingdon’s Residents and businesses already enjoy comparatively good levels of digital connectivity and have already benefitted from significant investment into Fibre and 4G infrastructure.

However, Covid-19 has necessitated new ways of working and has hugely increased digital traffic, with people working from and staying at home. Most see this trend set to continue and Government estimate that digital traffic is set to grow between 25% - 40% per year for the foreseeable future.

We know that our neighbouring Boroughs are also developing investment strategies, plans, priorities and setting their future ambitions for Digital Connectivity.



## Foreword & Context - Why Now? Cont.

Digital Connectivity is increasingly becoming an important consideration in domestic and business location choices, particularly as online presence is becoming a more important channel.

Many Authorities are using Digital Connectivity as a way of regenerating town centres and attracting footfall back onto high streets.

In short – London Borough of Hillingdon will need to start the process of investment now.

The introduction of 5G and Full Fibre over the next 10 years will massively enhance digital capability and performance – it will bring new and exciting opportunities and innovations and will have big impacts on sustainability, travel, communications, safety and health and social care.

The investment required to deliver this digital infrastructure is high and Local Authorities will need to be ‘investor ready’ to attract early investment to support this delivery.

The Borough are ambitious to do more, and this strategy sets out the key initial steps that need to be taken to deliver this ambition...

**Councillor Douglas Mills (Cabinet Member for Corporate Services & Transformation)**

**&**

**Perry Scott (Corporate Director of Infrastructure, Transport & Building Services)**



**HILLINGDON**  
LONDON

# Organising for Digital Connectivity

Role	Responsibility	Objectives
Overall Digital Lead for the London Borough of Hillingdon	<b>Councillor Douglas Mills</b>	Overall lead on Council Digital initiatives
Lead Officer for Digital Innovation & Transformation	<b>Perry Scott</b> (Corporate Director of Infrastructure, Transport & Building Services)	<ul style="list-style-type: none"> <li>• Senior Responsible Owner (SRO) for the Programme and Operational Lead for Council Digital initiatives</li> <li>• Chair of Cross-Service Digital Steering Group</li> </ul>
Programme Lead Project Manager	<ul style="list-style-type: none"> <li>• <b>Kelly Walkey</b>, (ICT Business Design Manager)</li> <li>• <b>Sajad Rashid</b> (ICT Project Manager)</li> </ul>	<ul style="list-style-type: none"> <li>• Programme Manager</li> <li>• Programme management and coordination</li> </ul>
Digital Connectivity Steering Group	<ul style="list-style-type: none"> <li>• Chair - <b>Perry Scott</b></li> <li>• <b>Kelly Walkey</b></li> <li>• Service Area Representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Development of Council Digital Connectivity Strategy</li> <li>• Cross-Service coordination of Council policies and services</li> </ul>



## West London Alliance (WLA) Partnership

London Borough of Hillingdon will continue to invest into the WLA Digital West Partnership and work in partnership with other West London Authorities to enable investment into digital infrastructure.

The Borough will work with the WLA to develop **a clearer set of aims, objectives and expected partnership outcomes, align strategies and activities to accelerate learning** and to share best practice.

Also, to set **common policy and strategy** to enable and **leverage digital investment** into West London and to **drive economies of scale**.

By participating in key Digital West activities in particular to **enable joint investment contracts** (for example, Strategic Investment Pool (SIP) Growth investment), **future funding applications** and **improving information/data** (for example creating “asset”inventories to aid digital investment appraisal).

# A Strategic Framework

Activity/Theme	Outputs/Outcomes	Key Measures
<b>Digital Place</b>	<ul style="list-style-type: none"> <li>• Enable fast network coverage and eradicate low connectivity points for residents and businesses using 5G and Fibre</li> <li>• Work with the WLA to define a framework of measurable outcomes to tackle congestion, air quality and de-carbonisation</li> <li>• Develop a programme of priority projects in line with the Council’s Corporate Plan</li> </ul>	<ul style="list-style-type: none"> <li>✓ Full Fibre to above West London Average (LBH Currently 5% - WLA Average 13%)</li> <li>✓ Unavailability levels (30 Mbps) to below West London Average (LBH currently 3.3% - WLA Average 2.8%)</li> <li>✓ 4G coverage to above West London Average (LBH currently 92.3% - WLA Average 95%)</li> <li>✓ 5G inward investment strategy &amp; plan developed</li> </ul>
<b>Digital Council</b>	<ul style="list-style-type: none"> <li>• Encourage digital investment into the Borough, by being ‘investor ready’</li> <li>• Work with the WLA and with other public service partners to ensure a consistent and joined up approach</li> <li>• Continue to develop broader Council digital strategies - access to services/service digitisation/automation and better use of data and insight</li> <li>• Raise Member/Officer awareness of digital innovation opportunities</li> <li>• Drive digital innovation and be open to new ideas that drive efficiency and growth</li> </ul>	<ul style="list-style-type: none"> <li>✓ Digital provider/market engagement strategy developed and delivered</li> <li>✓ Council enabling policy framework fully developed &amp; deployed</li> <li>✓ Broader Council digital strategy developed and deployed</li> <li>✓ Internet of Things/5G Use Cases developed</li> <li>✓ 5G inward investment strategy &amp; plan developed</li> </ul>

## Digital Inclusion

- To improve digital inclusion to enable independent living and learning
  - Build digital skills and an agile, skilled and digitally included future workforce
  - Enable increased access to services through digital innovation
- ✓ Digital curriculum training programmes to enhance skills
  - ✓ An assisted digital service to improve access to Council services
  - ✓ A connected network of public spaces and places to enhance digital activities and learning
  - ✓ Assistive technology programmes to support vulnerable people to live safely and independently
  - ✓ Programmes to support home schooling and learning



# Digital Place

Project	Outcomes/Outputs	Timescales
<p>The deployment of <b>SIP funding for business growth via the GLA Fibre West SIP (Strategic Investment Pool)1</b></p> <p>This is likely to be provided by an arrangement with the WLA.</p>	<ul style="list-style-type: none"> <li>• Improve connections to public buildings and support service innovation (priorities TBC)</li> <li>• Develop 306 new business connections within Hillingdon</li> <li>• Develop 1098 new Residential connections within Hillingdon</li> </ul>	<ul style="list-style-type: none"> <li>• Planning until 2021</li> <li>• Works commence 2021 onwards</li> <li>• Works complete during 2022/23</li> </ul>
<p>Development of investment programme to connect the Council's <b>social housing estate, other public and Partner assets</b> to Full Fibre</p> <p>This will be delivered primarily through our market engagement activities (see Digital Council) and may be linked to Fibre West SIP 1 funding</p>	<ul style="list-style-type: none"> <li>• Improve connections to public buildings and support service innovation</li> <li>• Develop 306 new business connections within Hillingdon</li> <li>• Develop 1098 new Residential connections within Hillingdon</li> <li>• There will be no restriction of choice of Provider for Residents and no restriction on competition between Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Market engagement February 2021 to 2022</li> <li>• Works commence 2021 onwards</li> <li>• Works complete 2025 plus ongoing Programmes</li> </ul>

## Digital Place Cont.

Project	Outcomes/Outputs	Timescales
Develop a <b>'levelling up' programme to improve</b> digital connectivity standards and bring greater <b>investment into the North of the Borough</b>	<ul style="list-style-type: none"> <li>• Identify priorities for investment</li> <li>• Engage with the market to find solutions and where appropriate use provider community and social value funding streams</li> <li>• Improve connectivity standards to a consistent level across the Borough</li> </ul>	<ul style="list-style-type: none"> <li>• Market engagement February 2021 to 2022</li> <li>• Works commence 2022 onwards</li> <li>• Works complete March 2022/25 plus ongoing Programmes</li> </ul>
<b>'Public WIFI'</b> hot spots in key public buildings across the Borough	<ul style="list-style-type: none"> <li>• Develop a strategy to identify service access points across the Borough to promote digital access to Council services and Hillingdon as a Digital Place</li> <li>• Implement new digital access points and WIFI network</li> </ul>	<ul style="list-style-type: none"> <li>• March 2022 onwards</li> </ul>
Develop Build and Recover programmes in and around Heathrow and exploiting the potential to bring next generation digital connectivity into the South of the Borough	<ul style="list-style-type: none"> <li>• Develop understanding of current digital investment plans</li> <li>• Work with Economic Growth and Regeneration team to identify how digital connectivity can assist to attract new businesses into the Borough</li> <li>• Leverage innovation opportunities from new digital infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Up to May 2022</li> <li>• September 2021 onwards</li> <li>• September 2021 onwards</li> </ul>



# Digital Council

Project	Outcomes/Outputs	Timescales
<p>Develop and deliver a <b>full market engagement exercise</b>, including engagement with each of the keymarket Mobile Virtual Network Operator (MVNO) relationships</p>	<ul style="list-style-type: none"> <li>• Improved relationships with each MVNO</li> <li>• Clearer mutual objectives and development of partnering approach</li> <li>• Clarity on investment models, priorities and plans</li> <li>• Removal of barriers and issues</li> <li>• Development of community and social value programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Market engagement February 2021 to 2022</li> <li>• Development of forward investment plan 2021 onwards</li> <li>• Delivery of investment plans 2022 onwards</li> </ul>
<p>Design &amp; develop an <b>integrated and aligned set of policies that enable safe and coordinated digital investment</b> into the Borough</p> <p>It is expected that the Council will adopt a common model and approach that is in line with WLA strategies and models</p>	<ul style="list-style-type: none"> <li>• Desired digital connectivity standards available in all key Council assets (public buildings, public areas)</li> <li>• End to end processes for delivery of Digital Connectivity infrastructure</li> <li>• Standard Wayleave and Open Access policies and agreements</li> <li>• Standard model for Reinstatement of Opening in Highways and Street Works</li> <li>• A common approach to planning consents</li> <li>• Standard policies for all new developments (for example, cabling and ducting requirements)</li> </ul>	<ul style="list-style-type: none"> <li>• All policies reviewed and signed off by 2021</li> </ul>

<p>Develop partnerships for digital investment across all local public service providers, public service supply chains and the voluntary and community sector</p>	<ul style="list-style-type: none"> <li>• Establish appetite for greater digital integration</li> <li>• Develop joint plans and initiatives to promote more joined up public services and single views of people and places</li> <li>• Identify forward investment programme</li> </ul>	<ul style="list-style-type: none"> <li>• May 2021 to 2022</li> <li>• October 2021 – March 2022</li> <li>• 2022 onwards</li> </ul>
<p><b>Further development of Council digital strategies and plans</b></p> <p>A number <b>of these strategies are not yet sufficiently developed</b> and need to be further developed to fully exploit the digital opportunities (and tackle risks and threats) to Hillingdon and its future growth and well-being</p>	<p><b>The following Strategies/plans need further development:</b></p> <ul style="list-style-type: none"> <li>• <b>‘Service Access &amp; Digitisation’</b> Strategy and plan – that sets out plans for the further digitisation and online channel access to Council services (and broader public services) and the ongoing digitisation of the Council’s operations</li> <li>• <b>‘Digital Business’</b> Strategy and plan – that sets out plans to attract and retain businesses into the Borough to enhance growth and build stronger digital supply chains, including local Chambers of Commerce</li> <li>• <b>‘Digital Insight’</b> Strategy and plan – that sets out plans for improving insight, intelligence and analytics across the Borough; enabled by better use of open data, data science and use of technology</li> </ul>	<ul style="list-style-type: none"> <li>• Service Access &amp; Digitisation: Sept 2021 onwards</li> <li>• Digital Business: June 2021 – September 2022</li> <li>• Digital Insight: July 2021 – October 2022</li> </ul>

## Digital Council Cont.

Project	Outcomes/Output	Timescales
Develop a Council <b>Digital Innovation Programme</b> to raise awareness of digital opportunities and drive Use Cases for 5G technology	<ul style="list-style-type: none"><li>• Develop a Programme <b>to educate and raise awareness</b> of digital technology opportunities across the Council workforce</li><li>• <b>Improve sharing and learning</b> channels (particularly via WLA) to keep connected to latest market developments and best practice</li><li>• <b>Develop a forward plan of Use Cases (including tele-health)</b>, that look to exploit the potential benefits of 5G and the 'Internet of Things' (IoT)</li></ul>	<ul style="list-style-type: none"><li>• October 2021 onwards</li></ul>

# Digital Inclusion

Project	Outcomes/Outputs	Timescales
Develop a comprehensive Strategy & plan for promoting digital inclusion across multiple stakeholder and community groups	<ul style="list-style-type: none"> <li>A comprehensive <b>Strategy and plan</b> to ensure that the right information, services and conditions are in place to enable all stakeholders <b>to interact confidently in a Digital Place</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop Strategy &amp; plan: 2021 onwards</li> <li>Deliver planned activities and projects: 2022 onwards</li> </ul>
Promote digital literacy, training and support	<ul style="list-style-type: none"> <li>Develop a locally led digital skills Programme and curriculum <b>to educate and promote digital literacy and raise awareness</b> of digital skills and technology</li> <li>The development of a more <b>creative, agile, skilled and digitally included workforce</b></li> <li>Creation of <b>digital job opportunities with digital infrastructure providers</b>, developed through digital infrastructure investment plans rolled out across the Borough</li> </ul>	<ul style="list-style-type: none"> <li>Develop training material: 2022</li> <li>Deliver training and capacity building: 2022 onwards</li> <li>Market engagement activities with MVNOs: February – May 2022 onwards</li> </ul>
Provision of assisted digital services at key Council service access points	<ul style="list-style-type: none"> <li>The provision of an assisted digital support service <b>to assist, train and support Residents to use online services</b></li> <li>The Assisted Digital Service would operate at key Council service access points, including <b>customer and community service access points</b> (for example libraries)</li> </ul>	<ul style="list-style-type: none"> <li>Developed from August 2022 onwards</li> </ul>

## Digital Inclusion Cont.

Project	Outcomes/Outputs	Timescales
Enhance communication with different Digital Communities	<ul style="list-style-type: none"> <li>• Agree communication channels and engagement with community groups e.g. local businesses</li> <li>• Surveys &amp; intelligence gathering</li> </ul> <p>Update strategies/plans in line with data gathered</p>	<ul style="list-style-type: none"> <li>• Agree channels &amp; engagement approach Jun – Sept 2022</li> <li>• Local business &amp; other surveys Jun/Jul 2022 onwards</li> </ul>
Support vulnerable people with digital solutions	<ul style="list-style-type: none"> <li>• Develop a <b>'Digital Communities'</b> Strategy and plan – that sets out plans for using digital technologies to help to tackle risk, vulnerability, health and social care and isolation in the community</li> <li>• Look to utilise <b>Assistive Technologies</b> and other emergent technologies to improve health and well-being and <b>support independence</b> and resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Strategy and plan: May – August 2021</li> <li>• Design and deliver solutions: August 2021 onwards</li> </ul>
Home schooling & IT support	<ul style="list-style-type: none"> <li>• Utilise Government funding to support the provision of IT (computers and internet connectivity) to families and children who would otherwise not be able to <b>access learning and home-schooling opportunities</b></li> </ul>	<ul style="list-style-type: none"> <li>• Design and deliver service: February 2021 – ongoing</li> </ul>

# Digital Connectivity Steering Group – Service Area Representatives

Role	Responsibility	Objectives
Social Care	<ul style="list-style-type: none"> <li>Community Development Manager – <b>Sasha Jeffries</b></li> <li>Head of Business Delivery and Support – <b>Darren Thorpe</b></li> </ul>	<ul style="list-style-type: none"> <li>Development of Council Digital Connectivity Strategy</li> <li>Cross-Service coordination of Council policies and services</li> </ul>
Finance	<ul style="list-style-type: none"> <li>Finance Business Partner Resident Services – <b>Carolyn Stanton</b></li> </ul>	
Highways	<ul style="list-style-type: none"> <li>Head of Highways – <b>Poonam Pathak</b></li> </ul>	
Legal	<ul style="list-style-type: none"> <li>Office Managing Partner – <b>Glen Egan</b></li> </ul>	
Housing	<ul style="list-style-type: none"> <li>Tenancy Management Service Manager – <b>Rod Smith</b></li> <li>Community Engagement Manager – <b>Marion Finney</b></li> </ul>	

## Digital Connectivity Steering Group – Service Area Representatives Cont.

Role	Responsibility	Objectives
Planning/Regeneration Team	<ul style="list-style-type: none"> <li>Deputy Director Planning and Regeneration – <b>James Rodger</b></li> <li>Planning Officer – <b>Rebecca Lo</b></li> </ul>	<ul style="list-style-type: none"> <li>Development of Council Digital Connectivity Strategy</li> <li>Cross-Service coordination of Council policies and services</li> </ul>
West London Alliance	<ul style="list-style-type: none"> <li>Strategic Lead – Digital and Smart Cities West London Alliance - <b>Fin Kelly</b> (as an optional invite if WLA item on Agenda)</li> </ul>	
Comms	<ul style="list-style-type: none"> <li>Media and Campaigns Officer – <b>Russell Butt</b></li> <li>Media Campaigns and Digital Manager – <b>Leo Tarring</b></li> </ul>	
Facilities Management	<ul style="list-style-type: none"> <li>Electrical Contracts Manager – <b>John Phillips</b></li> </ul>	





## ANNUAL COMPLAINT & SERVICE MONITORING REPORT FOR 1 APRIL 2020 TO 31 MARCH 2021

<b>Committee name</b>	Corporate, Finance and Property Services Select Committee
<b>Officer reporting</b>	Ian Anderson - Business Manager, Complaints and Enquiries
<b>Papers with report</b>	Appendix A, B, C, D, E, F, G and H
<b>Ward</b>	All

### HEADLINES

To provide information to the Committee on key complaints and related service monitoring data.

### RECOMMENDATIONS:

**That the Committee note the contents of the report and provide any comments to officers as appropriate.**

### SUPPORTING INFORMATION

This report provides information and analysis of complaints and Members' Enquiries received between 1 April 2020 and 31 March 2021 and satisfies the requirement to publish annual information. The report includes:

- Appendix A: Background to the complaints process
- Appendix B: Complaints, compliments and Members' Enquiries trends for 2020/21
- Appendix C: Complaint and Compliment report for Housing Services for 2020/21
- Appendix D: Complaint and Compliment report for Adult Social Care for 2020/21
- Appendix E: Complaint and Compliment report for Children and Young People Services for 2020/21
- Appendix F: Complaint and Compliment report for Education Services for 2020/21
- Appendix G: Complaint and compliment report for Finance Directorate for 2020/21
- Appendix H: Other Local Government and Social Care Ombudsman investigations concluded during 2020/21

### Implications on related Council policies

A key role of Select Committees is to monitor the performance of Council services within their remit. Select Committees may also 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

This report seeks to provide assurance that complaints and Members' Enquiries are being processed in accordance with the Council's published policies.

## **Financial Implications**

There are no direct financial implications associated with this report.

## **Legal Implications**

None

## **BACKGROUND PAPERS**

NIL

## **APPENDIX A**

### **BACKGROUND TO THE COMPLAINT PROCESS**

#### **1. The Council's Vision**

The Council's vision is about 'putting our residents first'. Feedback in the form of complaints and compliments is seen as a very important source of information from residents about the quality of services and care provided by the Council. In cases where something has gone wrong, we are committed to putting it right and ensure that it does not happen again.

#### **2. What is a Complaint?**

In general terms a complaint can be considered as:

*"an expression of dissatisfaction by telephone, personal visit or in writing, about the standard of service, actions or lack of action by the Council or its staff affecting an individual or group of customers."*

#### **3. How can people complain?**

Complaints can be made in person, by telephone, in writing, via our website or email, either directly to the service area, Contact Centre or to the Complaints and Enquiries Team.

#### **4. Remedies for redress**

The purpose of redress is to remedy the injustice or hardship suffered and where possible to return a complainant to the position they would have been before the situation went wrong. Types of redress include:

- an apology;
- providing the service that should have been received in the first place;
- taking action or making a decision that the Council should have done before;
- reconsidering an incorrect decision;
- improving procedures so that similar problems do not happen again; and
- if after an investigation by Council staff or the Ombudsman, it is concluded that as a result of maladministration there is no practical action that would provide a full and appropriate

remedy or if the complainant has sustained loss or suffering, financial compensation may be the most appropriate approach.

## 5. Mediation

For some complaints it will not be appropriate, or possible, to resolve a complaint through the complaint process - particularly where there has been a breakdown in the relationship between the service provider and the service user or where emotions are running high. In such situations the Business Manager, Complaints and Enquiries will consider whether mediation is an option that should be considered. If both parties are agreeable, mediation by an independent mediator allows both parties to come together to see if they can reach a solution through dialogue.

## APPENDIX B

### COMPLAINT, COMPLIMENTS AND MEMBERS' ENQUIRIES FOR 2020/21

#### 1. Total number of complaints/compliments recorded for 1 April 2020 to 31 March 2021

Directorate	Informal complaints	Stage 1 complaints	Stage 2 Complaints	Stage 3 complaints	Ombudsman Investigations	Compliments
Finance	121	171	15	0	6	17
Adult Social Care	52	48	N/A	N/A	4	92
Children and Young People Services	86	87	0	0	1	132
Residents Services	2,328	483	27	0	23	351
<b>Total for 2020/21</b>	<b>2,587</b>	<b>789</b>	<b>42</b>	<b>0</b>	<b>34</b>	<b>502</b>

- Residents Services existed as a directorate until Jean Palmer OBE retired in January 2021. I have, therefore, reflected this in this report but in reports for future years it show data in the two new directorates that have replaced Residents Services.
- The Council's focus when dealing with complaints is in trying to resolve a complaint to the satisfaction of the resident. The figures above suggest that this is the case, with the volume of complaints decreasing when escalating up the complaint process i.e. only 30% of informal complaints (2,587) escalated to a Stage 1 complaint (789) and only 5% of Stage 1 complaints escalated to Stage 2 (42).
- The Council received a significant number of compliments (502) for this period and compares favourably when compared with the volume of Stage 1 complaints recorded (789).

#### 2. Total number of complaints/compliments recorded for 1 April 2016 to 31 March 2021

Year	Informal complaints	Stage 1 complaints	Stage 2 Complaints	Stage 3 complaints	Ombudsman Investigations	Compliments
2016/17	2,081	665	62	3	58	76

Classification: Public

Corporate, Finance and Property Select Committee – 7 September 2021

<b>2017/18</b>	2,090	889	43	1	50	146
<b>2018/19</b>	2,756	837	73	0	86	234
<b>2019/20</b>	2,339	861	80	0	59	301
<b>2020/21</b>	2,587	789	42	0	34	502

- The number of compliments recorded over the past 5 years has continued to rise from 76 in 2016/17 to 502 for 2021/21. This suggests that satisfaction levels are higher than in previous years.
- The number of informal complaints recorded for 2020/21 of 2,587 is significantly higher than the 2016/17 figure of 2,081. However, the number of formal complaints recorded (Stage 1, 2, and 3) is generally lower for 2020/21 than in previous years.
- The number of Ombudsman Investigations is lower for 2020/21 than in any other previous years. This is because the Local Government and Social Care Ombudsman decided to pause their investigations for 4 months to allow Local Authorities to focus on our Covid 19 response.
- The Council's Corporate complaints procedure was revised in 2017, which allowed officers to escalate a complaint direct from Stages 1 and/or 2 to the Ombudsman where it is felt that the decision cannot be overturned through the complaint process. This change in approach has been applied by officers and it is for this reason that there have been fewer Stage 2 complaints and no Stage 3 complaint investigations in the past 3 years.

### 3. Members Enquiries (MEs)

#### Number of MEs recorded

<b>Period</b>	<b>Residents Services</b>	<b>Adult Services</b>	<b>Children Services</b>	<b>Finance Directorate</b>	<b>Total</b>
<b>2016/17</b>	<b>8,755</b>	<b>170</b>	<b>67</b>	<b>193</b>	<b>9,185</b>
<b>2017/18</b>	<b>8,110</b>	<b>144</b>	<b>61</b>	<b>187</b>	<b>8,502</b>
<b>2018/19</b>	<b>11,308</b>	<b>117</b>	<b>69</b>	<b>181</b>	<b>11,675</b>
<b>2019/20</b>	<b>11,047</b>	<b>135</b>	<b>62</b>	<b>179</b>	<b>11,423</b>
<b>2020/21</b>	<b>9,533</b>	<b>145</b>	<b>54</b>	<b>228</b>	<b>9,960</b>

- The number of MEs recorded for 2020/21 is lower than the two previous years and this is largely due to the restrictions in place as a result of the Covid 19 pandemic, where people were adhering to the Government Guidance to stay at home and only go out for essential travel.
- Residents Services accounts for 96% (9,533) of all MEs recorded and this pattern is consistent with the previous four years.
- Over the past 5 years, Adult Services, Children and Young People's Services and the Finance Directorate recorded fewer MEs when compared with Residents Services. However, these enquiries tend to be more complex and take longer to address.

## MEs broken down by Ward

Ward	2016/17	2017/18	2018/19	2019/20	2020/21
Barnhill	157	148	354	282	290
Botwell	378	401	1,099	1,842	1,248
Brunel	266	311	377	215	169
Cavendish	126	164	163	120	81
Charville	549	537	529	542	362
Eastcote	231	300	233	249	170
Harefield	178	210	186	186	163
Heathrow Villages	290	270	553	496	255
Hillingdon East	634	878	814	841	778
Ickenham	87	146	149	116	97
Manor	155	161	158	193	162
Northwood	154	148	107	96	121
Northwood Hills	133	173	155	172	187
Pinkwell	343	304	615	515	522
South Ruislip	141	168	216	348	287
Townfield	396	484	664	624	605
Uxbridge North	256	273	302	258	169
Uxbridge South	2,218	1,444	2,095	1,128	1,218
West Drayton	380	336	452	367	491
West Ruislip	269	212	244	166	156
Yeading	514	455	1,005	1,703	1,655
Yiewsley	246	306	284	175	110
Miscellaneous	1,084	673	921	789	664
<b>Total</b>	<b>9,185</b>	<b>8,502</b>	<b>11,675</b>	<b>11,423</b>	<b>9,960</b>

- 13% (1,463) fewer MEs submitted for 2020/21 (9,960) when compared with the 2019/20 figure of 11,423. The 2020/21 figure was impacted by the Covid 19 pandemic when people were asked to stay at home and only make essential journeys.
- However, when the 2020/21 figure of 9,960 is compared against the 2016/17 figure of 9,185 and the 2017/18 figure of 8,502, 8% (775) and 15% (1,458) more MEs were recorded in 2020/21.
- The miscellaneous figure relates to enquiries from Elected Members such as MP's, enquiries from other Councillors, cross Ward enquiries, Mayors Office, etc.

## Service areas that have the highest number of MEs recorded

Service Area	2016/17	2017/18	2018/19	2019/20	2020/21
Waste	3,588	3,340	5,566	5,950	4,964
Housing	917	905	1,239	1,288	1,269
Anti-Social Behaviour	1,257	1,261	1,649	1,408	1,176
Green Spaces	806	802	1,050	966	863
Planning	965	1,228	1,235	978	827

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Business and Technical Support	330	416	313	312	313
Finance	193	187	181	179	228
Adult Social Care	170	144	117	135	145
Children Services	67	61	69	62	54

- Waste, Housing, Anti-Social Behaviour, Green Spaces and Planning Services (9,099) combined accounted for 91% of all MEs recorded for 2020/21.
- Waste Service accounted for 50% of all MEs with Housing, Anti-Social Behaviour, Green Spaces and Planning accounting for 13%, 12%, 9% and 8% respectively, of all ME recorded for 2020/21.

## APPENDIX C

### COMPLAINT AND COMPLIMENT REPORT FOR HOUSING SERVICES FOR 2020/21

#### SUMMARY OF ANALYSIS

##### Informal complaints

- 24% (111) more informal complaints recorded when comparing the 2019/20 figure of 457 with the 2020/21 figure of 568.

##### Stage 1 complaints

- 31% (54) more formal complaints recorded for 2020/21 of 231 when compared with 2019/20 figure of 177. Of the 231 Stage 1 complaints, 39 were upheld, 52 partially upheld, 127 not upheld and 13 withdrawn or cancelled. The average time taken to respond to a Stage 1 complaint is 9.89 working days, with 84% (195 out of 231) of complaints responded to within the 10-working day target.

##### Stage 2 complaints

- 29% (9) fewer Stage 2 complaints recorded when comparing the figure for 2019/20 of 31 with the 2020/21 figure of 22. Of the 22 Stage 2 complaints, 6 were upheld, 4 partially upheld and 12 not upheld. The average time taken to respond to a Stage 2 complaint is 10.85 working days – four complaints took 20+ days to respond to and these complaints had an adverse impact on the average response time.

##### Stage 3 complaints

- There were no Stage 3 complaints investigated during 2020/21.

##### Investigation by the Local Government or Housing Ombudsman

- 5 complaints were considered by the Ombudsman, 1 complaint was upheld, 3 not upheld and 1 not investigated.

##### Compliments

- 132 compliments were recorded for 2020/21 which is rise from the 2019/20 figure of 92.

## THE COMPLAINT PROCEDURE

Housing complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – response from the Head of Service.
- Stage 2 – response from a Corporate Director
- Stage 3 – response from the Chief Executive of the Council
- Stage 4 - Designated Person for the Council
- Local Government and Social Care Ombudsman or Housing Ombudsman Service

## DETAILED COMPLAINT REPORT

A detailed report of all complaints and compliments for Housing Services is set out below.

### 1. INFORMAL COMPLAINTS

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### Informal complaints (Service Requests)

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	157	97	109	92	455
2017/18	104	88	102	114	408
2018/19	94	90	114	123	421
2019/20	124	87	142	104	457
2020/21	84	86	155	243	568

- 24% (111) more informal complaints recorded for 2020/21 of 568 when compared with the 2019/20 figure of 457. The increase in informal complaints was in the Repairs and Maintenance area, where residents were dissatisfied with the time taken to undertake repairs (Covid 19 restrictions impacted on timescales and the difficulties in sourcing material).

## 2. STAGE 1 COMPLAINTS

A Head of Service will aim to respond within 10 working days.

### Total number of Stage 1 complaints

Period	Total
2016/17	125
2017/18	170
2018/19	157
2019/20	177
2020/21	231

- 31% (54) more formal complaints registered for 2020/21 of 231 when compared with 2019/20 figure of 177.
- The increase in formal complaints was in the Repairs and Maintenance area, which was impacted by the Covid 19 restrictions, for the reasons I have given above.

### Outcome of complaints

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	22	14	82	7	125
2017/18	13	32	121	4	170
2018/19	22	44	84	7	157
2019/20	18	40	113	6	177
2020/21	39	52	127	13	231

- Of the 231 Stage 1 complaints, 17% (39) were upheld, 23% (52) partially upheld, 55% (127) not upheld and 5% (13) either cancelled or withdrawn.
- 81% of the Homeless Prevention complaints were not upheld because the majority of these were challenges of the Council's Social Housing Allocation Policy.

### Time taken to respond to a complaint at Stage 1 (working days)

	Time taken to respond to a Stage 1 complaint
2016/17	8.26
2017/18	7.80
2018/19	8.50
2019/20	8.09

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2020/21	9.89
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- The average time taken to respond to a Stage 1 complaint is 9.89 working days against the target of 10 working days.

### Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	125	99	79 %
2017/18	170	152	89 %
2018/19	157	129	82 %
2019/20	177	152	86 %
2020/21	231	195	84 %

- 84% (195 out of 231) Stage 1 complaints were responded to within 10 working days.

### 3. STAGE 2 COMPLAINTS

A Corporate Director will aim to respond to Stage 2 complaints within 10 working days.

#### Total number of Stage 2 complaints

Period	Total
2016/17	12
2017/18	10
2018/19	24
2019/20	31
2020/21	22

- 29% (9) fewer Stage 2 complaints recorded when compared with the 2019/20 figure of 31. However, when comparing the 2020/21 figure of 22 with the 2016/17 figure of 12, this is an 83 (10) rise in the number of Stage 2 complaints recorded.

The table below provides a summary of the 22 Stage 2 complaints.

Complaint details	Decision at Stage 2
<b>Complaint ref: 8474195</b> Miss X complained that following work undertaken by the Council, the issue had not been resolved.	<b>Upheld</b> The Council accepted that the work undertaken had not been fully completed and as a gesture of goodwill offered Miss X a small sum of money by way of redress.
<b>Complaint ref: 8569144</b> Mr X wanted the Council to give specific dates when the roofing	<b>Upheld</b> Mr X was advised that the Council needed to waterproof the canopy above his front door and bay

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repairs will begin, explain what is planned and provide a copy of the structural engineer's report.	window using a Procol liquid coating, which would be done on 8 January 2021. We apologised for the time taken to complete the repair.
<b>Complaint ref: 8547626</b> Mr X complained about the length of time taken to undertake work in his property.	<b>Upheld</b> Mr X was informed that some of the repairs in the lounge cannot be completed until repairs are done to the balcony and this work requires scaffolding which was delayed because of snow and ice but we would progress the work as soon as we could.
<b>Complaint ref: 8209395</b> Mrs X complained about the length of time it has taken for adaptation work to begin in her home.	<b>Upheld</b> Mrs X was informed that fencing work was impacted by Covid 19 pandemic as our contractor and the supplier had stopped work. We apologised for this delay and provided Mrs X with a date when the work would begin.
<b>Complaint ref: 8440009</b> Mr X requested that the Council assess how many people were living in a property.	<b>Upheld</b> Mr X was informed that there was no evidence that the House was being used as a house in multiple occupation or in need of repair or over-crowded and that it had adequate fire precautions in the property.
<b>Complaint ref: 8416296</b> Mr X complained about the length of time it was taken for a downstairs shower room to be installed.	<b>Upheld</b> We explained that revised drawings were needed as the original plans had been declined. Revised plans had been received from the architect and it was not going through the formal approval process. We apologised for the time taken to install the shower room.
<b>Complaint ref: 8209395</b> Mr X complained about the time it took for adaptation work to begin at his property.	<b>Partially Upheld</b> We apologised for the start date having to be put back, but this was because of Covid 19 pandemic as the contractor due to do the work had closed their offices during the first lockdown.
<b>Complaint ref: 8289177</b> Ms X complained about the conduct of an officer in the way he dealt with a report by her tenant that she was not undertaking repairs needed to her property.	<b>Partially Upheld</b> We apologised that timely response were not sent to her but advised that we were satisfied that a thorough investigation had been undertaken by the officer in accordance with our practices.
<b>Complaint ref: 8263990</b> Ms X complained about the list of repairs the Council agreed to undertake.	<b>Partially Upheld</b> Ms X was advised that the Council will undertake repairs and not improvements to the property which is not needed. We apologised that this was not made clear to her.
<b>Complaint ref: 8344153</b> Ms X complained about the time taken and the number of attempts to repair her outside stopcock so it can be turned off to renew the internal stopcock.	<b>Partially Upheld</b> The Council apologised for the number of visits needed and explained that more time and visits were needed as it needed to be co-ordinated with the water company and when officers attended, they could not, at first, find the stopcock, and then needed an unusual key which they had not come across before.

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<p><b>Complaint ref: 8245448</b> Ms X wanted compensation for the period from March to May 2018 when her boiler was non-operational.</p>	<p><b>Not Upheld</b> Ms X was informed that we make every effort to repair a boiler until either part's cannot be found to repair it or until it becomes uneconomic to do so. Officers had attended and left the boiler in working order.</p>
<p><b>Complaint ref: 8342868</b> Ms X complained that she was told that the work would not be undertaken until October 2020.</p>	<p><b>Not Upheld</b> Ms X was informed that three works orders for non-emergency repairs were raised following two inspections of her flat after the leak. As a result, we had to stagger the work, with an electrician reconnect the extractor fan and re-clip some trunking, a decorator will repaint leak-stained ceilings in five rooms and a carpenter will renew the bath panel.</p>
<p><b>Complaint ref: 8394968</b> Ms X complained about the length of time it took to fix her boiler.</p>	<p><b>Not Upheld</b> Ms X was informed that there was no record to show that we had received a report that her boiler was not working, if we had, we would have sent operatives to undertake the repair, which is what we did when she did report it.</p>
<p><b>Complaint ref: 8325787</b> Ms X complained about the length of time to install a dropped kerb by way of an adaptation to her property.</p>	<p><b>Not Upheld</b> Ms X was informed that we needed to consult with local residents first whether a disabled parking bay could be removed. We had now completed the consultation and the work could progress.</p>
<p><b>Complaint ref: 8214091</b> Ms W was unhappy that DFG work to her property was not progressed during the "lockdown".</p>	<p><b>Not Upheld</b> Ms W was advised that we had to comply with the restrictions introduced because of Covid 19 and could not undertake work in her property during this period.</p>
<p><b>Complaint ref: 8604809</b> Mrs X complained that an engineer attended to fit a new boiler on 29 December 2020 but could not undertake the work as it requires more than one operative to do the work.</p>	<p><b>Not Upheld</b> Mrs X was informed that the Council cannot instal a new boiler until the rat problem in her property is resolved, the poison removed and she clears her property sufficiently to allow operatives to work in.</p>
<p><b>Complaint ref: 8334591</b> Mr X complained that the property offered to him by way of a decant not suitable as it had insufficient space and a lot of work needed to be done.</p>	<p><b>Not Upheld</b> Mr X was informed that the property met his needs as the Maintenance Service's void contractor did the conversion from shower to bath and that the property met the Council's Minimum Lettable Standard (MLS).</p>
<p><b>Complaint ref: 8426863</b> Ms X is a leaseholder and complained about the time taken by the Council to complete repairs to her property – leak into her property from the resident above her.</p>	<p><b>Not upheld</b> Ms X was informed that leaseholders are responsible for undertaking internal repairs themselves but as a gesture of goodwill the Council made an exception and agreed to undertake repairs in her property at no financial cost to her as the leaseholder.</p>

<p><b>Complaint ref: 8564594</b> Miss X complained about the time taken for work to the roof, guttering, loft and dampness was taking.</p>	<p><b>Not Upheld</b> Miss X was given specific dates when the Council would be able to undertake the work. She was also told that no evidence was found of rising damp.</p>
<p><b>Complaint ref: 8585899</b> Mr X complained that the Council was covering up corruption about when the report for repair was received and that his front door is not secure after it was broken into by the police.</p>	<p><b>Not Upheld</b> Mr X was informed that our records show clearly when he reported the repair request by email and that an additional bolt was installed to his door to make it more secure.</p>
<p><b>Complaint ref: 8541933</b> Ms X complained that the work proposed did not meet her needs.</p>	<p><b>Not Upheld</b> Ms X was informed that any works the Council does because of a Disabled Facilities Grants, is based on the recommendations made by the Occupational Therapist following an assessment.</p>
<p><b>Complaint ref: 8743874</b> Mr X complained that the work proposed for his brother did not meet his needs.</p>	<p><b>Not Upheld</b> Mr X was informed that the hard standing was completed in accordance with the recommendations in the Occupational Therapist assessment and are unable to extend the hard standing. This is because we are required to complete the works to the recommended measurements and in accordance with our policy.</p>

#### Time taken to respond to a complaint at Stage 2 (working days)

	Time taken to respond to a Stage 2 complaint
2016/17	11.16
2017/18	8.63
2018/19	8.83
2019/20	10.50
2020/21	10.85

- The average time taken to respond to a Stage 2 complaint is 10.85 working days against the target of 10 working days. Four complaints, 8263900, 8334591, 8344153 and 8564594 impacted adversely on the average response time for Stage 2 responses as they all took 20+ days for a response to be sent.

#### 4. STAGE 3 COMPLAINTS

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

There were no Stage 3 investigations from 1 April 2016 to 31 March 2021.

#### 5. INVESTIGATION BY THE COUNCIL'S DESIGNATED PERSON

If a complaint is about a tenancy, leasehold, or other housing management issue, a complainant can either refer their complaint to the 'Designated Person' to see if they can help to the complaint.

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If the 'Designated Person' cannot resolve a complaint or if 8 weeks have elapsed since the Stage 3 response, a complainant can then complain to the Housing Ombudsman Service.

- There were no investigations undertaken by the Council's Designated Person.

## 6. INVESTIGATIONS BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN AND HOUSING OMBUDSMAN SERVICE

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the relevant Ombudsman at any stage of the complaint process.

### Total number of Ombudsman investigations

Period	Total number
2016/17	22
2017/18	20
2018/19	16
2019/20	15
2020/21	5

- Fewer complaints were investigated by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This is the reason why fewer investigations were concluded during this period.

The findings and decision of the investigations undertaken by the Ombudsman is set out below.

Complaint details	Ombudsman decision
<p><b>Complaint ref: 8184070</b> Mr X complained that the Council wrongly decided he had no housing need and therefore did not qualify to join the Housing Register. Mr X wanted the Council to let him to join the Housing Register and award him Band B priority on medical grounds.</p>	<p><b>Upheld</b> The Ombudsman found that that the Council wrongly decided he had no housing need because it did not follow the procedure in its housing allocations policy for medical assessments when it assessed i.e. must refer to the Councils Medical Adviser before making a decision. The Council agreed to reconsider Mr X's application and make a new decision.</p>
<p><b>Complaint ref: 8260465</b> Ms X complained that the Council delayed in carrying out a review of her housing register application between July and December 2019.</p>	<p><b>Not Upheld</b> The Ombudsman found that the Council was not at fault in the way it dealt with Ms X's housing register application.</p>
<p><b>Complaint ref: 8304110</b> Miss X complained that the Council would not consider her request for a larger Housing Association property to accommodate her medical needs, as she has, and her two children occupy the only</p>	<p><b>Not Upheld</b> The Ombudsman found that the Council was not at fault when it considered Miss X's request for a larger Housing Association property, this is because the Council made its decision in line with its policy.</p>

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two bedrooms in her property.	
<b>Complaint ref: 8288895</b> Mr X complained that the Council had not resolved his complaints of mould, repairs to his cat flap and his request for assistance to furnish the property and install flooring.	<b>Not Upheld</b> The Housing Ombudsman Service found no maladministration in the way the Council responded to Mr X's reports and requests for repairs.
<b>Complaint ref: 8195566</b> Mr X complained that the Council did not offer him a flat because it wrongly said he had rent arrears. He says the Council should move him into Band A due to the impact the error has had on him.	<b>Did not investigate</b> The Ombudsman found insufficient evidence of fault by the Council and insufficient evidence of injustice.

NB The remaining 18 Ombudsman investigations are shown under Appendix H.

## 7. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	19
2017/18	24
2018/19	67
2019/20	92
2020/21	132

- 43% (40) more compliments were recorded when comparing the 2019/20 figure of 92 with the 2020/21 figure of 132.

### Here's what some people said about housing services:

*"I just wanted to write and thank you for helping me so much when you had to relocate me urgently. As you know, I suffer with chronic mental health issues and mobility issues and was terrified about having to move so quickly with Corona happening. You were extremely helpful and supportive and even after I moved in you assisted me with my worries about some things. You were professional but very empathetic and understanding. I am so grateful to be where I am and really hope I can stay here a long time. I am just starting to get settled. So grateful for all you help X. You are excellent in your job."*

*"I viewed my new home yesterday and signed the tenancy yesterday. I just wanted to email to say thank you so much! I am overwhelmed at the house it is beautiful and I intend to put my love for interior design into it. It was unfortunate circumstances that I had to be transferred but all of you were amazing from start to finish in particular X, Y and Z. I apologise for my constant emails/questions etc. I'm sure you probably don't get enough credit for your hard work, but I feel this was such a positive experience for me and the process has been smooth. Once again, you should all be recognised for your hard work, and I will be forever grateful."*

*"She was absolutely delighted with the service and said that she couldn't praise the operative or anybody at the council enough, she said that the works carried out were excellent and her door*

is now working perfectly. She said that the operative attended within half an hour of her reporting the issue, and she couldn't believe how quickly he arrived. She wanted to give him more than 10/10 for the question of how satisfied she was with the service from the operative. She also said that she was so grateful to the council for staying open and continuing with our work during everything that is going on - she was absolutely delighted with everything."

"I can confirm that the re-routing of pipe work which was carried out today has been carried out by two fantastic guys who were X and Y, they were patient, friendly and very professional with not only with the work itself but with my husband Z really understanding and I would like to recommend them both to be put forward to a recognition scheme if there is one or even a Thank You from their supervisor or Manager please can you do this for me. Credit where credit is due."

*"Thank you for sending such a lovely operative round, and that he showed his ID and was wearing the correct PPE, and she was very grateful."*

*"Mr and Mrs Y called as they wanted to pass on a message of thanks, they advised he was a gentleman, very polite and very hard working and are very pleased with the job he carried out."*

## **APPENDIX D**

### **COMPLAINT AND COMPLIMENT REPORT FOR ADULT SOCIAL CARE FOR 2020/21**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 52 and 53 informal complaints (service requests) were recorded for 2020/21 and 2019/20, respectively.

##### **Stage 1 complaints**

- 48 Stage 1 complaints were recorded for 2020/21, which is a 7% (3) increase.
- The average time taken to respond to a Stage 1 complaint is 11.22 working days. 77% (37 out of 48) of Stage 1 complaints were responded to within our internal target of 10 working days and 96% (46 out of 48) were responded to within our published target of 20 working days.

##### **Local Government and Social Care Ombudsman (LGO)**

- The Ombudsman concluded 4 investigations during 2020/21, 2 were not upheld and they did not investigate the other two complaints.

##### **Compliments**

- 92 compliments were recorded for 2020/21, which is a 42% (27) rise on the 2019/20 figure of 65.

#### **THE COMPLAINT PROCEDURE**

The procedure for dealing with Adult Social Care complaints is regulated by the 'The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009'.

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This procedure is far less prescriptive and allows for early escalation to the Local Government and Social Care Ombudsman should the complainant be dissatisfied with the response from the Local Authority. The intention of this procedure is to achieve resolution at the first attempt, to remove bureaucracy and is designed to empower complainants in shaping from the outset the approach to resolving the complaint.

- The Informal Complaint (service request).
- Stage 1 – response from a Director or Assistant Director or Head of Service of the area complained about.
- Local Government and Social Care Ombudsman.

## **DETAILED COMPLAINT REPORT**

A detailed explanation of all complaints and compliments for Adult Social Care is set out below.

### **1. THE INFORMAL COMPLAINT**

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### **Informal Complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	29	34	20	22	105
2017/18	18	18	12	16	64
2018/19	17	23	20	16	76
2019/20	18	10	14	11	53
2020/21	15	10	17	10	52

- 52 and 53 informal complaints (service requests) were recorded for 2020/21 and 2019/2020, respectively. When compared with the 2016/17 figure of 105, this amounts to 53 (50%) fewer informal complaints recorded.

### **2. STAGE 1 COMPLAINT - LOCAL RESOLUTION**

At Stage 1 of the complaint process a Director or Assistant Director or Head of Service will carry out an investigation and aim to respond within 10 working days.

#### **Total number of Stage 1 complaints recorded**

Period	Total number
2016/17	35
2017/18	54
2018/19	40
2019/20	45

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2020/21	48
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- 3 (7%) more formal complaints recorded for 2020/21 then 2019/20

### Outcome of complaints

Period	Upheld	Partially upheld	Not upheld	Withdrawn/ cancelled	Total
2016/17	4	9	22	0	35
2017/18	3	11	36	4	54
2018/19	5	7	25	3	50
2019/20	10	9	25	1	45
2020/21	9	11	26	2	48

- The outcomes remain broadly similar when comparing the five years as a whole.
- For 2020/21, upheld, partially upheld and not upheld complaints was 19%, 23% and 54% respectively of all complaints recorded.

### Time taken to respond to a Stage 1 complaint (working days)

	Average time taken to respond to a complaint
2016/17	9.53
2017/18	9.52
2018/19	9.50
2019/20	11.49
2020/21	11.22

- The average time taken to respond to a Stage 1 complaint for 2020/21 is 11.22 working days, which is outside our internal target of 10 working days but within our published target of 20 working days.

### Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	35	27	83 %
2017/18	54	44	81 %
2018/19	40	33	83 %
2019/20	45	42	93 %
2020/21	48	37	77 %

- 37 (77%) of Stage 1 complaints were responded to within our internal target of 10 working days and 46 (96%) were responded to within our published target of 20 working days.
- Covid 19 impacted on response times as it took us longer to undertake investigatory work.

### 3. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN INVESTIGATIONS (LGO)

Where it appears that a Council's own investigation has not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

### Total number of LGO investigations

Period	Total Number
2016/17	8
2017/18	11
2018/19	9
2019/20	8
2020/21	4

Fewer complaints were investigated by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This explains why fewer LGO investigations were concluded during this period.

The table below provides details of the complaints considered by the Ombudsman.

Complaint details	LGO decision
<p><b>Complaint ref: 7214117</b> Mr X complained that the Council stopped his home care package in October 2018, leaving him without the care and support he needed. He says this affected his health and wellbeing, causing him distress</p>	<p><b>Not upheld</b> The Ombudsman concluded that there was no fault in the way the Council assessed Mr X's care needs and decided he did not meet the criteria for formal care and support</p>
<p><b>Complaint ref: 7210457</b> Mr X complained that his mother remained longer in a private hospital in January 2019 than she should of, thereby incurring costs.</p>	<p><b>Not upheld</b> The Ombudsman did not uphold the complaint as there was no fault in the Council's actions.</p>
<p><b>Complaint ref: 8262234</b> Ms X complained that the new social worker she had been allocated was from a team led by a manger she does not feel able to work with due to a lack of trust on her part.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate Ms X's complaint because there is no evidence of fault by the Council which warrants an investigation.</p>
<p><b>Complaint ref: 8328231</b> Mr X was unhappy with how the Council dealt with safeguarding concerns raised about the residential care home where his mother lives.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate this complaint because the complainant is satisfied with the response he has now had from the Council and the matter he was complaining about has been resolved.</p>

## 4. LEARNING FROM COMPLAINTS

I have looked at all the complaints recorded to identify errors and what we did to resolve these issues. Listed below are the main themes:

### Communication

- In five complaints we apologised either for errors contained within our communication and/or incorrect information/advice provided.

## Delays

- In three complaints we apologised for the time taken to decide whether to waive the fees or re-instate a service or that a carer attended an appointment late.

## 5. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	79
2017/18	56
2018/19	68
2019/20	65
2020/21	92

- 42% (27) more compliments were recorded for 2020/21 when compared with the 2019/20 figure of 65. We also received 44 more compliments (92) than complaints (48) when comparing figures for 2020/21.

### Here's what some people have said.

*“Thank you for organising the care for my husband after his discharge from Hillingdon Hospital. We appreciate your help and advice given during this difficult time.”*

*“X and I were out walking by a local lake (Little Britain) when he told me he was "excited". When I asked him why he said it was because he would be seeing you tomorrow. X went on to say that you have been his Social Worker for a year now and also described you as a "foster parent". X quickly changed the terminology and said "you know what I mean" but I think it showed that he sees you as a positive paternal figure in his life. As you know X isn't one to compliment people unless he means it so he's clearly enjoying spending time with you which is really nice as some of our young people tend to have a less positive relationship with their social workers.”*

*“Thank you and the team of staff for the excellent care and support at Swan house, where the residents are keeping safe and well. That is wonderful and highly appreciated.”*

*“Thank you for your Email and the kind comments within. I am humbled by the generous offer that X, Y and your Council colleagues have made. I will be guided by Z regarding the invoicing of the 40% charge for routes cancelled due to Coronavirus. Our time working together has come to an end too soon, so let me take this opportunity to wish you all the very best for the future. Hopefully, our paths will cross at some stage in the not-too-distant future. It has been a pleasure working with you and thank you once again.”*

*I wanted to put on record my thanks to and admiration for ..... and all responsible for the excellent and speedy response to my enquiry this morning. A long-term friend, my car mechanic to be precise, rang me last night in a frantic and terribly distressed state; his wife of 40 years or*

*so had been sectioned and admitted to hospital in the “Riverside” due to severe mental health issues following the death’s, over some time, of both their two adults but young sons. My friend was deeply and overwhelmed concerned that after 7 days of admission his wife was likely to be discharged very soon to the home environment where he simply could not cope with her at present, especially as having visited her yesterday he felt she was nowhere near ready for discharge...could I help. I rang this morning to speak to X however having explained the situation and its apparent urgency to Y she sprang into action contacting Z who took the situation in hand. My friend was contacted by the team manager and is now being given support with an ongoing element to help him cope and the team have contacted the hospital to make sure that my friends wife is properly assessed, treated and managed etc. These prompt actions will I am sure have averted problems and reassured these two hard working and good people, both in their 70’s I think about this frightful situation.”*

## **APPENDIX E**

### **COMPLAINT REPORT FOR CHILDREN AND YOUNG PEOPLE SERVICE'S FOR 2020/21**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 86 informal complaints (service requests) were recorded for 2020/21, which is slightly less than the 2019/20 figure of 88.

##### **Stage 1 complaints**

- 87 Stage 1 complaints were recorded for 2020/21, which is 23% (16) more than the 2019/20 figure of 71. The average time taken to respond to a Stage 1 complaint is 9.82 working days and 83% (72 out of 87) Stage 1 complaints were responded to within 10 working days.

##### **Stage 2 and 3 Complaints**

- There were no Stage 2 investigations concluded during this period.
- There were no Stage 3 review hearings held during this period.

##### **Local Government and Social Care Ombudsman (LGO)**

- One investigation was concluded during this period, the Ombudsman decided not to investigate the complaint.

## Compliments

- Compliments recorded have risen from 124 for 2019/20 to 132 for 2020/21.

## THE COMPLAINT PROCEDURE

Complaints made by children or on their behalf are governed by the Children's Act 1989, Representations Procedure (England) Regulations 2006 (Statutory Instrument 2006 No. 1738). This sets out the three-stage complaint procedure that Local Authorities are required to follow when dealing with complaints made by for example any child or young person, any local authority foster carer, children leaving care, etc. Hillingdon's procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – Local Resolution - response from the Head of Service or Assistant Director.
- Stage 2 – Independent Investigation by two people (Investigating Officer and Independent Person).
- Stage 3 – Review Panel comprising of three independent people
- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A detailed report of all complaints and compliments for Children and Young People Service's is set out below.

### 1. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### Informal Complaints received – (Service requests)

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	33	26	29	15	103
2017/18	14	15	16	15	60
2018/19	14	23	33	21	91
2019/20	21	16	25	26	88
2020/21	21	18	21	26	86

- The number of informal complaints (service requests) recorded remains broadly similar when compared with previous years.

### 2. STAGE 1 – LOCAL RESOLUTION

An Assistant Director or Head of Service will investigate and aim to respond to complaints within

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10 working days.

**Total number of complaints recorded**

Period	Total number
2016/17	33
2017/18	53
2018/19	60
2019/20	71
2020/21	87

- 23% (16) rise in Stage 1 complaints recorded when compared with the 2019/20 figure of 71 with the 2020/21 figure of 87.

**Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	0	12	17	4	33
2017/18	4	10	36	3	53
2018/19	9	15	32	4	60
2019/20	9	21	37	4	71
2020/21	9	25	47	6	87

Proportionally, the volume of upheld, partially upheld, and not upheld complaints remains broadly the same for 2019/20 and 2020/21.

**Time taken to respond to a complaint (working days)**

	Working days
2016/17	10.63
2017/18	10.75
2018/19	10.82
2019/20	9.75
2020/21	9.82

- The average time taken to respond to a Stage 1 complaint is 9.82 working days for 2020/21, which is within the 10-working day target set.

**Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days
2016/17	33	25	76 %
2017/18	53	45	85 %
2018/19	60	47	78%
2019/20	71	57	80 %
2020/21	87	72	83 %

- 83% (72) of Stage 1 complaints were responded to within the 10-working day target. This is comparable with previous years.

### 3. **STAGE 2 INVESTIGATIONS**

A Stage 2 investigation is conducted by an Investigating Officer (IO) and Independent Person (IP) with specialist skills and knowledge of the Children's Act. The timescale to conclude such an investigation is set by statute at 25 working days but this may be extended to a maximum of 65 working days.

Period	Total number
2016/17	0
2017/18	2
2018/19	2
2019/20	0
2020/21	0

- No Stage 2 children's investigations were commissioned during this period.

### 4. **STAGE 3 INVESTIGATIONS**

At Stage 3 of the statutory complaint process, three people independent of the Council, will consider the complaint and wherever possible work towards a resolution. The timescale to conclude such an investigation is 45 working days.

- There were no Stage 3 investigations undertaken between 2016 to 2021.

### 5. **INVESTIGATION BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO)**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the Local Government and Social Care Ombudsman and at any stage of the complaint process.

Period	Total number
2016/17	4
2017/18	7
2018/19	5
2019/20	1
2020/21	1

- Fewer complaints were concluded by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This explains why fewer LGO investigations were concluded during this period.

One complaint was investigated by the Ombudsman and their findings is set out below.

Complaint details	LGO decision
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<p><b>Complaint ref: 8559009</b> Mr S was unhappy with the way an officer conducted a meeting, he felt that the officer was biased and unprofessional.</p>	<p><b>Did not investigate</b> The Ombudsman did not investigate this as they could not consider whether the Council should take any safeguarding action because a Court is considering this.</p>
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## 6. LEARNING FROM COMPLAINTS

I looked at all the complaints recorded to identify errors and what we did to resolve these issues. Listed below are the main themes:

- **Communication**

12 people complained about communication issues i.e. lack of communication, that we did not explain things clearly, poor written communication, not informing them of changes with staffing dealing with their case, etc.

- **Delays**

Seven people complained about delays in services that we provided particularly with completing Annual Reviews and Education Health and Care Plan. We apologised in all cases.

## 7. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	46
2017/18	60
2018/19	12
2019/20	124
2020/21	132

- 6% (8) rise in the number of compliments recorded for 2020/21 of 132 when compared with the 2019/20 figure of 124.
- 34% (45) more compliments recorded then complaints when comparing the Stage 1 complaint figure of 87 with the number of compliments recorded of 132.

Here's what some people have said.

*“Thank you for the update. I am impressed by your hard work and diligence on this case. This has been one of our high-profile cases due to the complexity, extensive SSD involvement and high-risk indicators. The professional network has also been difficult to manage including xxxx SSD' S lack of cooperation. I know we have had many discussions over this case resulting in*

*good outcomes for the children. I am so glad that finally we now have a clear permanency plan for X and Y.”*

*“I just wanted to say a huge thank you for all of your support this year. It is so reassuring, especially during these unsettling and remote working times, to be able to contact you both for advice and support. Both me and my safeguarding team are very appreciative of your help.*

*“It’s been pleasure to have you as personal adviser. I’m glad to have you I would like to say thank you for all your supports and advice. I’m happy to be one of your clients because you’re friendly, intelligent, patient and quick response more than a personal adviser.”*

*“I just wanted to drop you a quick email to say a huge thank you for your contributions to the case conference this morning. You are fantastic and have undertaken so many steps to protect mum and the children before the case even came to conference. Your commitment to keeping women and their children safe is brilliant and you leave no stone unturned when it comes to devising risk assessments and safety plans. The conference would have been so much harder this morning if it wasn’t for your expertise and I’m hugely grateful. This case is such high risk and I’m glad the children and their mum have got such amazing support around them.”*

*“Hi X just wanted to share my good news with you .... Y has started college doing beauty therapy ... she didn’t do too well with exams, but it was to be expected! On the other side she has come out of this ordeal a whole new person ... and I would like to say thank you and we will be eternally grateful for the input you put in to help us through in the very beginning lots of love and sending you and your family all the best”*

## **APPENDIX F**

### **COMPLAINT AND COMPLIMENT REPORT FOR EDUCATION SERVICES FOR 2020/21**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- Informal complaints (service requests) have risen from 8 for 2019/20 to 22 for the same period in 2020/21. This was largely due to the increase in complaints forwarded to the Council from Ofsted for us to investigate.

##### **Formal Complaints**

- There were 3 Stage 1 complaints recorded for this period. One complaint was upheld and 2 not upheld with all three complaints being responded to within 10 working days.
- There were no Stage 2 and 3 complaints investigations undertaken during this period.

##### **Local Government and Social Care Ombudsman (LGO)**

- There were no LGO investigations concluded during this period.

## Compliments

- 4 compliments were recorded for 2020/21, which is a rise from the 2019/20 figure of 1.

## THE COMPLAINT PROCEDURE

Complaints about education and schools are governed by the Education Act 2002. The Local Authority will only deal with complaints that are education related such as the provision of the national curriculum, school admission appeals, exclusions, special educational needs assessments, child protection issues, allegations of child abuse, etc.

Complaints about the internal management of a school must initially be made in writing to the Headteacher of the school. If this fails to resolve the issue, concerns should then be raised with the chair of governors. If a complainant remains dissatisfied, they can then escalate their complaint to the Department for Education and beyond that to the Parliamentary and Health Service Ombudsman via a Member of Parliament.

For those complaints where this Local Authority has a statutory duty to investigate, we will deal with these complaints under the Council's Corporate complaints procedure as follows:

- The Informal Complaint (service request)
- Stage 1 – response from the Head of Service.
- Stage 2 – response from the Corporate Director for Planning, Environment, Education and Community Services
- Stage 3 – response from the Chief Executive of the Council.
- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the complaint process is provided below.

### **A. THE INFORMAL COMPLAINT**

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

#### **Informal Complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	6	4	6	2	18

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2017/18	2	2	4	6	14
2018/19	8	2	6	4	20
2019/20	4	2	0	2	8
2020/21	1	2	11	8	22

- Informal complaints have risen significantly from 8 for 2019/20 to 22 for 2020/21. Most of these informal complaints were complaints received by Ofsted which they asked the Council to investigate.

## **B. STAGE 1 – LOCAL RESOLUTION**

The Head of Service will aim to respond within 10 working days.

### **Total number of complaints recorded**

Period	Total number
2016/17	6
2017/18	33
2018/19	32
2019/20	16
2020/21	3

- With so many schools closed during much of this period or providing education virtually, the volume of complaints recorded has dropped from 16 for 2019/20 to 3 for 2020/21.

### **Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	0	0	6	0	6
2017/18	0	2	30	1	33
2018/19	1	1	29	1	32
2019/20	2	6	8	0	16
2020/21	1	0	2	0	3

- Volumes of complaints is low, which was expected as many schools have been closed during much of this period because of the Covid 19 pandemic.

### **Time taken to respond to a complaint (working days)**

	Working days
2016/17	7
2017/18	9.36
2018/19	10.84

2019/20	8.94
2020/21	7.67

- The average time taken to respond to a Stage 1 complaint was 7.67 working days.

### Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days
2016/17	6	6	100 %
2017/18	33	28	85 %
2018/19	32	25	78 %
2019/20	13	12	92 %
2020/21	3	3	100 %

- All three complaints were responded to within the 10-working day target.

### c. STAGE 2 COMPLAINTS

The Corporate Director for Planning, Environment, Education and Community Services will aim to respond to Stage 2 complaints within 10 working days.

Period	Total number
2016/17	0
2017/18	0
2018/19	0
2019/20	1
2020/21	0

There were no Stage 2 investigations undertaken during 2020/21

### d. STAGE 3 COMPLAINTS

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

- There were no Stage 3 complaints from 1 April 2016 to 31 March 2021.

### e. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO) INVESTIGATIONS

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

### Total number of LGO investigation

Period	Total number
2016/17	1

2017/18	1
2018/19	4
2019/20	0
2020/21	0

- There were no investigations concluded by the Ombudsman during this period.

#### f. LEARNING FROM COMPLAINTS

In the one upheld complaint, a staff member was overheard swearing in a classroom. We apologised for this and that it would be dealt with internally through our appraisal process. This was considered to be a one-off incident rather than an issue for the College as a whole.

#### g. COMPLIMENTS

##### Compliments recorded

Period	Total number
2016/17	4
2017/18	2
2018/19	1
2019/20	1
2020/21	4

- A small increase in the volume of compliments recorded for 2020/21 of 4 when compared with the 2019/20 figure of 1.

Here's what some people have said:

*"I would like to thank the School Placement and Admissions Team, particularly X, who I feel has gone above and beyond in helping me secure a school place for my 5-year-old. As a military family posted to the area short notice during the middle of a global pandemic her kindness and prompt replies have made a stressful situation much more manageable. I am extremely grateful for her help and would like this to be formally recognised."*

*"I would like to start with a wholehearted thank you to both you and your team. At a time of such unprecedented stress and anxiety for people and parents in the UK/Hillingdon your department has done amazingly to keep going with this whole process and in spite of some of the absolute crap you read about in the media, you should all be commended for forming some sort of normality out of the turmoil."*

*"I thank you for the work you do and the immense difference you make in Safeguarding our more vulnerable clients. Secondly thank you for the support you give to us in the secondary school environment and thirdly, apologies can you resend the attachment as my system appears to have corrupted the content."*

## APPENDIX G

### COMPLAINT AND COMPLIMENT REPORT FOR FINANCE DIRECTORATE

## **SUMMARY OF ANALYSIS**

### **Informal complaints**

- There were 39 more informal complaints (service requests) recorded when comparing the same period for 2019/20 of 82 with the same period in 2020/21 of 121.

### **Stage 1 complaints**

- 42 fewer Stage 1 complaints when comparing the figure for 2019/20 of 213 with the 2020/21 figure of 171. The average time taken to respond to a Stage 1 complaint is 5.78 working days with 99% of all Stage 1 complaints responded to within 10 working days.

### **Stage 2 complaints**

- 6 fewer Stage 2 complaints recorded for 2020/21 of 15 with the 2019/20 figure of 21. Business Grant complaints and our application of the Business Support Grant accounted for 47% (7) of all Stage 2 complaints. The average time taken to respond to a Stage 2 complaint is 6.87 working days with 100% of Stage 2 complaints responded to within 10 working days.

### **Stage 3 complaints**

- There were no Stage 3 complaints recorded for 2020/21.

### **Local Government and Social Care Ombudsman (LGO) referrals**

- 6 complaints were concluded by the Ombudsman during this period with 1 upheld, 1 not upheld and the Ombudsman decided not to investigate the other 4 complaints received.

### **Compliments**

- 17 compliments were recorded in 2020/21, which is 7 more than the 2019/20 figure of 10.

## **THE COMPLAINT PROCEDURE**

Finance Directorate complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request)
- Stage 1 – response from a senior officer from the Appeals and Complaints Team.
- Stage 2 – response from the Corporate Director for Finance.
- Stage 3 – response from the Chief Executive of the Council.
- Local Government and Social Care Ombudsman.

## **DETAILED COMPLAINT REPORT**

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the complaint process is provided below.

## 1. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

### Informal complaints received – (Service requests)

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
2016/17	97	73	64	182	416
2017/18	129	36	26	31	222
2018/19	25	30	33	20	108
2019/20	25	22	16	19	82
2020/21	18	9	23	71	121

- 48% (39) more informal complaints (service requests) recorded for 2020/21 then 2019/20. This is partly because of the higher volume of informal complaints recorded for quarter 4 of 71, which is because of an unusually high number of Business Rate complaints relating to our application of the Business Support Grant.

## 2. STAGE 1 COMPLAINTS

An experienced officer from the Appeals and Complaints Team will investigate the complaint and aim to respond within 10 working days.

### Total number of Stage 1 complaints

Period	Housing Benefit	Council Tax	Finance	Total
2016/17	105	179	1	285
2017/18	91	141	11	243
2018/19	72	157	6	235
2019/20	82	125	6	213
2020/21	45	121	5	171

- 20% (42) fewer Stage 1 complaints when comparing the 2019/20 figure of 213 with the 2020/21 figure of 171. Whilst the figure for 2020/21 figure is lower than previous years, it is offset by the higher figure for informal complaints.

### Outcome of complaints

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Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2016/17	72	34	174	5	285
2017/18	40	37	161	5	243
2018/19	19	24	191	1	235
2019/20	38	23	151	1	213
2020/21	15	16	140	0	171

- Proportionally, the outcome of complaints remains broadly similar to previous years with upheld, partially upheld, and not upheld complaints accounting for 9%, 9% and 82% respectively of all complaints recorded.

### Time taken to respond to complaint at Stage 1 – working days

	Working days
2016/17	6.22
2017/18	6.81
2018/19	6.39
2019/20	5.79
2020/21	5.78

- The average time taken to respond to a Stage 1 complaint is 5.78 working days against a target of 10 working days.

### Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	285	283	99 %
2017/18	243	241	99 %
2018/19	235	231	98 %
2019/20	213	210	99 %
2020/21	171	169	99 %

- 99% (169 out of 171) of Stage 1 complaints were responded to within the 10-working day target. This continues to remain a high performing area. The only complaints to miss the target was 8210227 and 8214901 and there were valid reasons why they could not be completed with 10 working days.

### 3. STAGE 2 COMPLAINTS

The Corporate Director for Finance will investigate and aim to respond within 10 working days.

#### Total number of Stage 2 complaints

Period	Housing Benefit	Council Tax	Finance	Total
2016/17	11	28	1	40
2017/18	7	16	0	23
2018/19	7	20	0	27
2019/20	10	10	1	21

Classification: Public

Corporate, Finance and Property Select Committee – 7 September 2021

2020/21	6	9	0	15
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- The number of Stage 2 complaints has fallen from 21 in 2019/20 to 15 for 2020/21. Business Grants complaints accounted for 47% (7) of all Stage 2 complaints.

**Time taken to respond to a complaint at Stage 2**

	<b>Working days</b>
2016/17	5.35
2017/18	4.30
2018/19	5.88
2019/20	7.38
2020/21	6.87

- The average time taken to respond to a Stage 2 complaint is 6.87 working days against the target of 10-working days.

**Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2016/17	40	38	95 %
2017/18	23	23	100 %
2018/19	27	25	93 %
2019/20	21	19	90 %
2020/21	15	15	100 %

- All Stage 2 complaints were responded to within 10-working days.

**4. STAGE 3 COMPLAINTS**

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

**Total number of Stage 3 complaints recorded**

<b>Period</b>	<b>Total number</b>
2016/17	3
2017/18	0
2018/19	0
2019/20	0
2020/21	0

- No Stage 3 complaints were investigated during 2020/21 nor for the previous 3 years. This is because the Council’s Corporate complaints procedure was reviewed in 2017/18 and it allowed officers to escalate a complaint direct from Stages 1 or 2 to the Ombudsman in

cases where the decision is unlikely to be overturned. Officers have applied the revised policy since 2017/18

## 5. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN INVESTIGATION (LGO)

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

### Total number of LGO investigations

Period	Total number
2016/17	8
2017/18	10
2018/19	12
2019/20	8
2020/21	6

- Fewer complaints were investigated by the Ombudsman during 2020/21 as they decided to pause their investigations for 4 months to allow Local Authorities to focus on our COVID-19 response. This explains why fewer LGO investigations were concluded during this period.

The findings and decision of the complaints investigated by the LGO is set out below.

Complaint details	LGO decision
<b>Complaint ref: 8214901</b> Mr X complained about how the Council his mother's care costs.	<b>Upheld</b> The Ombudsman found that the Council was at fault for not specifying how much Mrs Y's care charges would be. The Council apologised and agreed to review its procedure.
<b>Complaint ref: 8395749</b> Mr X complained that the Council unreasonably decided to backdate charges when it became aware that Mrs X received extra benefit in 2020.	<b>Not Upheld</b> The Ombudsman found no evidence of fault in the Council's financial assessment of Mrs X's contribution towards care charges.
<b>Complaint ref: 8321615</b> Mr X complained about matters related to his application for a COVID-19-related business grant. He states this caused stress and his business had to spend time pursuing the matter.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as the main issue had been resolved as the Council has now paid the grant. Investigation would be disproportionate in the circumstances and would be unlikely to find fault significantly affecting what happened
<b>Complaint ref: 8352977</b> Mr X complained about the Council's decision not to award his firm a business rates 'holiday' for 2020/21.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as there is not enough evidence of fault by the Council.
<b>Complaint ref: 8660153</b> Mr X complained about the Council's handling of his request for small	<b>Did not investigate</b> The Ombudsman decided not to investigate this complaint as the Magistrates' Court is better

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business rates relief for premises he bought in 2020. He does not think he owes the business rates the Council is demanding from him.	placed to decide whether Mr X is liable for business rates for the premises.
<b>Complaint ref: 8632395</b> Mr X complained that the Council failed to pay his business any grants during COVID-19 or to award Small Business Rates Relief.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as there is not enough evidence of fault by the Council.

## 6. LEARNING FROM COMPLAINTS

In 11 complaints we apologised for incorrect information provided, delay in sending a Council Tax bill, delay in refunding payments and delay in responding to a communication.

## 7. COMPLIMENTS

### Number of compliments recorded

Period	Total number
2016/17	0
2017/18	4
2018/19	2
2019/20	10
2020/21	17

- 70% (7) more compliments were recorded for 2020/21 when compared with the 2019/20 figure of 10.

### Here's what some people said about the Administration and Finance Service:

*"My thanks go out to everyone working in this awfully difficult situation and a special thank you to Miss X who dealt with my call with sensitivity and understanding."*

*"I am sorry that I am late in responding for your kind action taken in favour my mother, Mrs.Z. I understand from my sister, Y that she had sent a thank you letter to all of you. Both my mother and I would like to express our deep gratitude to all of you (although belatedly) for your kind and compassionate service. Our admiration goes to all the carers and to all of you for also doing a superb job in times of this Coronavirus pandemic."*

*"Thank you so much for your email and approving the grant, it really is a huge relief, much appreciated."*

*"Many thanks for your prompt assistance. This is a massive help towards us keeping a business that has been established for over 50 years in the borough of Hillingdon."*

*"Thank you very much for your time, understanding and patience X. That made me cry, I thought I was going to lose my shop. I can only imagine the level of fraudulent claims you guys are dealing with. I can keep my studio and only source of income now. Should you ever fancy a tattoo, there is one on the house for you."*

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*“Just wanted to say a HUGE thank you to the Team at Hillingdon, for the speed and efficiency in getting the COVID grants out to small businesses. It’s made such a massive difference to my business, as we wouldn’t be here otherwise. It must have been difficult as it’s such a new way of working for everyone - but you had to implement a system to get it out there. You have done a great job.”*

*“My thanks go out to everyone working in this awfully difficult situation and a special thank you to Miss X who dealt with my call with sensitivity and understanding.”*

## **APPENDIX H – Other Local Government and Social Care Ombudsman Investigations concluded during 2020/21**

I have set out below the 18 remaining Resident Services investigations concluded by the Ombudsman – please Appendix C for the other 5.

<b>Service area</b>	<b>Complaint details</b>	<b>Ombudsman decision</b>
Anti-social behaviour	<b>Complaint ref: 8244787</b> Mr X complained that the Council failed to properly investigate or take appropriate action in relation to smoke which enters his property from the restaurant below.	<b>Upheld</b> The Ombudsman found that the Council failed to fully investigate Mr X’s reports of nuisance and this amounts to fault.
Anti-social behaviour	<b>Complaint ref: 8306111</b> Mr X complained that the Council should not have issued an Abatement Notice because he did not have a mattress and toilet in his garden. He wants the council to cancel the Notice and apologise for not checking before issuing the Notice.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as there is insufficient evidence to warrant an investigation.
Anti-social behaviour	<b>Complaint ref: 8425692</b> Mr X complained that in September 2020 the Council issued a fixed penalty notice requiring him to pay £400 for the inappropriate disposal of household waste. Mr X says the Council should not have issued the notice, that he took reasonable steps to have the waste collected from the assigned position, and that the Council has not acted properly in how it has dealt with the matter.	<b>Did not investigate</b> The Ombudsman did not investigate Mr X’s complaint as it is for a court to decide any dispute about the issuing of the fixed penalty notice.
Anti-social behaviour	<b>Complaint ref: 8479612</b> Mr X complained about the Council’s response to numerous complaints he has made about various matters, including repairs to	<b>Did not investigate</b> The Ombudsman did not investigate the complaint because the limited injustice caused to Mr X as a result of the claimed fault is insufficient to warrant an investigation

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	the footpath, hedges overhanging the pavement and officers turning a blind eye to fly-tipping.	
Green Spaces	<b>Complaint ref: 8511054</b> Ms X complained that the Council buried her mother in the wrong plot	<b>Did not investigate</b> The Ombudsman did not investigate because the Council offered her a fair remedy.
Green Spaces	<b>Complaint ref: 8247536</b> Mr X complained that the trees to the rear of his property are blocking light into his garden	<b>Did not investigate</b> The Ombudsman did not investigate this complaint as he was unlikely to find fault in the way the Council considered the complaint
Green Spaces	<b>Complaint ref: 8154318</b> Mr X disagrees with the Council's decision to refuse his application for a dropped kerb.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is insufficient evidence of fault by the Council.
Green Spaces	<b>Complaint ref: 8303224</b> Mr X says there is dangerous play equipment in a park and he disagrees with the Council's assessment that it is safe.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is insufficient evidence of fault by the Council
Highways	<b>Complaint ref: 8122840</b> Mr X complained that the Council provided misleading signs and markings where the public highway meets a private road. He says it extended double yellow lines on the private land and when he entered the site, he received a £100 private penalty. He wants the Council to end the parking restrictions where it meets private land.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is insufficient evidence of fault which would warrant an investigation.
Highways	<b>Complaint ref: 8426933</b> Ms X complained that the authorised contractors working on HS2 to carry out works outside her home at weekends as well as during the week for over two months affording residents no respite from the noise and disruption.	<b>Not upheld</b> The Ombudsman found that there are no grounds to criticise the Council's decision to complete the works at weekends and during the night.
Highways	<b>Complaint ref: 8446134</b> Mr X complained that the Council refused his application for a dropped kerb and kept the application fee.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint about an unsuccessful application for a dropped kerb as there is insufficient evidence of fault by the Council
Highways	<b>Complaint ref: 8606048</b>	<b>Did not investigate</b>

	Mr X complained that the Council would not replace the quadrant kerbs with tapered kerbs on his crossover. He wants the Council to replace the kerb stones.	The Ombudsman did not investigate this complaint because there is insufficient evidence of fault by the Council.
Parking	<b>Complaint ref: 8543971</b> Mr X complained that the Council has failed to take appropriate action to deal with parking issues on his road. He says he and his wife are mentally exhausted and have spent money to deal with the matter themselves.	<b>Did not investigate</b> The Ombudsman did not investigate Mr X's complaint that the Council refusal to implement a proposal for parking restrictions on his road as it is submitted too late.
Planning	<b>Complaint ref: 8473814</b> Mr X says the Council has failed to act on his reports that his neighbour has built a roof extension without planning permission. Mr X is concerned the structure is unsafe and says it has damaged his property.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because he is unlikely to find fault in the way the Council decided not to take planning enforcement action or decided that it cannot act under the Building Act 1984.
Planning	<b>Complaint ref: 8463354</b> Mr X complained that the Council has failed to take action against his neighbour for breaching planning control. He says his neighbour's development is unsightly and out of keeping with the character and appearance of the area.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because it is unlikely they would find fault by the Council.
Transport and Projects	<b>Complaint ref: 8405870</b> Mr X complained that in 2015 the Council created a 'bus cage' – yellow markings indicating a bus stop – outside a property he owns. He says this caused access problems and has decreased the amount of rent he can charge for his property.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because the complaint is made too late.
Transport and Projects	<b>Complaint ref: 8440394</b> Ms X complains that the Council has failed to remove fallen trees, leaves and debris from a stretch of road by her home and it has closed dialogue with her about the implementation of safety measures.	<b>Not upheld</b> The Ombudsman did not uphold this complaint because there is insufficient evidence of fault in the way the Council reached its decision on how it would respond to Ms X's concerns to justify starting an investigation.
Waste	<b>Complaint ref: 8205608</b> Mr X complained that the lack of food waste recycling provision by the Council. He feels the lack of provision constitutes discrimination and a lack of equal opportunities towards residents in flats, since separate food waste collection is offered by the Council for kerbside residents.	<b>Did not investigate</b> The Ombudsman did not investigate this complaint because there is currently no legal or policy requirement for it do so and for that reason the Ombudsman cannot find fault with the position of the Council, or the steps it is taking.

Classification: Public

Corporate, Finance and Property Select Committee – 7 September 2021



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## 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

Ref

Further details

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)
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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

## NO CABINET IN AUGUST 2021

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

## Cabinet meeting - 2 September 2021 (report deadline 18 August)

Page 99	078	<b>Hillingdon Digital Connectivity Strategy</b>	This new strategy will set out the Council's future approach to digital / internet access, connectivity and speed across the Borough, capturing and investing in digital technologies and harnessing their power and potential for residents, businesses and local services alike.	All		Cllr Douglas Mills - Corporate Services & Transformation	Corporate, Finance & Property	IT - Kelly Walkey / Perry Scott / Sajad Rashid		NEW ITEM	Public
		<b>Postal Services Contract</b>	The current contract with Royal Mail was extended for an additional year due to the pandemic, whilst a pan-London procurement framework exercise was undertaken to ensure value for money. Following this exercise, Cabinet will consider a new tender for the delivery of postal services.	All		Cllr Jonathan Bianco - Infrastructure & Property Services	Corporate, Finance & Property	IT - Sean Stone		NEW ITEM	Private (3)
	076	<b>Consideration of setting a licensed deficit budget in 2021/22 for three schools in the Borough</b>	This report seeks Cabinet's approval for Holy Trinity CE Primary School, Bishop Winnington-Ingram CE Primary School and Oak Wood School to set a licensed deficit budget in 2021/22.	Hillingdon East, Northwood, West Ruislip		Cllr Susan O'Brien - Families, Education & Wellbeing / Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Graham Young		NEW ITEM	Public

# Upcoming Decisions

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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										
080	<b>Temporary Accommodation for Homeless Households</b>	To seek Cabinet approval for the 3 year extension of the lease at Great Central House, Great Central Avenue, Ruislip, HA4 6TS to be used a temporary accommodation for homeless households.	South Ruislip		Cllr Jonathan Bianco - Property & Infrastructure / Cllr Eddie Lavery - Housing, Environment & Regeneration	Corporate, Finance & Property	PE - Mark Billings		NEW ITEM	Private (3)
057	<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

### Cabinet Member Decisions expected - September 2021

# Upcoming Decisions

Ref

Further details

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)
	All	TBC	CS&T - Democratic Services	Various		Public

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

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
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# Upcoming Decisions

Ref

Further details

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 - 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

# Upcoming Decisions

Further details

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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)
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<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

# 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)
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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

## Cabinet meeting - 16 December 2021 (report deadline 1 December)

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

## Cabinet Member Decisions expected - December 2021

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
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# Upcoming Decisions

Ref

Further details

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 - 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

# 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 - 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>										
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

# Upcoming Decisions

Ref

[Further details](#)

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 - 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		<b>Cllr Martin Goddard - Finance</b>	<b>All - TBC on decisions made</b>	<b>FD - Paul Whaymand</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>All</b>	<b>TBC</b>	<b>CS&amp;T - Democratic Services</b>	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		<b>All</b>	<b>TBC</b>	<b>CS&amp;T - Democratic Services</b>	Various		Public

**Upcoming Decisions** Further details

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)
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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

**Cabinet meeting - Thursday 21 April 2022 (report deadline 6 April)**

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

**Cabinet Member Decisions expected - April 2022**

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
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# Upcoming Decisions

Ref

Further details

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)
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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

## Cabinet meeting - Thursday 19 May 2022 (report deadline 4 May)

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

## Cabinet Member Decisions expected - May 2022

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
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**Upcoming Decisions** Further details

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)
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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

**Cabinet meeting - June 2022 (date to be confirmed)**

SI	<b>Budget Outturn 2021/22</b>	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard	Corporate, Finance & Property	FD - Paul Whaymand		NEW ITEM	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	Corporate, Finance & Property	IT - 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		TBC	TBC	CR&T - TBC	TBC		Public

**Cabinet Member Decisions expected - June 2022**

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		CS&T - Democratic Services	Various		Public
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**Cabinet Member Decisions: Standard Items (SI) that may be considered each month**

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>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)

# Upcoming Decisions

Ref Further details

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										
SI	To consider rent reviews	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	Release of Capital Funds	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	The purchase of ex Council properties or new private properties for the Council's housing supply	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	Petitions about matters under the control of the Cabinet	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	To approve debt / write offs	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	To approve compensation payments	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	Acceptance of Tenders	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)

# Upcoming Decisions

Ref

Further details

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										
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		Cllr Eddie Lavery - Environment, Housing & Regeneration / Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Mike Paterson			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		All	TBC	various			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		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Maureen Pemberton			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		All	TBC	various			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

- 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:

Meeting Date	Room
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
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## 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		X	
Cabinet Forward Plan Monthly Monitoring	X		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									
Hillingdon Digital Connectivity Strategy *					X						X	
Energy Efficiencies in the Civic Centre					X							
Information Governance					X							
Cyber Security					X							
Repairs and Maintenance							X					
Website upgrade / performance									X			

## Past review delivery

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

## Internal use only

Report deadline	21-May-21											
Agenda published												

\* Perry Scott and Sajad Rashid

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