HILLINGDON
LONDON

A

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:	**THURSDAY, 21 OCTOBER 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: Wednesday, 13 October 2021

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This Agenda is available online at:
https://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CommitteeId=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

Minutes

CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

7 September 2021

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

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Committee Members Present:
Councillors Richard Mills (Chairman), Vanessa Hurhangee (Vice-Chairman), Lindsay Bliss, Farhad Choubedar, Tony Eginton (Opposition Lead) and Raymond Graham

LBH Officers Present:
Raj Alagh (Borough Solicitor)
Ian Anderson (Business Manager, Complaints and Enquiries)
David Baker (ICT Security Architect)
Michael Clarke (Solution Design & Cloud Operations Manager)
Naveed Mohammed (Head of Business Performance & Insight)
Liz Penny (Democratic Services Officer)
Sajad Rashid (ICT Project Manager)
Perry Scott (Corporate Director - Infrastructure, Transport & Building Services) Procurement)

Also Present:
James Wigley, Managing Director – Key Intelligence UK
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APOLOGIES FOR ABSENCE *(Agenda Item 1)*

Apologies were received from Cllr Richard Lewis.
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DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING *(Agenda Item 2)*

There were no declarations of interest.
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TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING DATED 20 JULY 2021 *(Agenda Item 3)*

Councillor Eginton requested an update regarding disability access to the Hillingdon Trail as discussed at the meeting of the Select Committee dated 20 July 2021. Democratic Services confirmed that the matter had been raised with the Head of Green Spaces, Sport and Culture who had confirmed that the option of kissing gates to replace stiles would be explored further.

RESOLVED: That the minutes of the meeting dated 20 July 2021 be agreed as an accurate record.
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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
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	CONSIDERED IN PRIVATE *(Agenda Item 4)* It was confirmed that items 1-10 were in Part I and would be considered in public and item 11 was in Part II and would be considered in private.
26.	**REVIEW: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL** *(Agenda Item 5)* Naveed Mohammed, Head of Business Performance and Insight, introduced the report which provided an overview of how the tracking of performance and provision of insight data were arranged in the Council and how data was used to shape operational delivery and the strategic development of services. Members heard that the Council routinely gathered a wide spectrum of data across all directorates for a number of purposes – to ensure services were being delivered efficiently to meet the needs of residents, to plan for the future development of services and to satisfy statutory returns. It was confirmed that the Council provided over 700 services to local residents. To ensure that directorate and service colleagues had the support needed, the Council had brought together the performance resource into a central team comprising 12 FTE. This approach was beneficial as it facilitated a better use of resources with members of the corporate team having expertise across multiple areas of the Council's business. It also ensured improved transparency and provided an opportunity to challenge services if necessary. The Select Committee heard that the process for developing the data was straightforward. Services were responsible for inputting data into case management systems while Business Performance were responsible for extracting the data and developing the reports necessary for the services to carry out their business. The level of support individual directorates received was dependent on 3 factors – risk, status and volume of activity. Children's Care, Housing and Adult Social Care were high risk departments which required weekly reports therefore had a dedicated resource. In respect of other departments, analysts were each given responsibility for 2+ areas. This arrangement ensured sufficient coverage of analytical support whilst giving analysts an opportunity to develop understanding and expertise across multiple functions. Members were informed that operational outputs varied depending on the needs of the service areas. For statutory, high risk services there was a requirement for regular weekly / monthly data. Examples included weekly analysis of Locata applications for housing and the monthly team's dashboard for Adults. Data that was more strategic or where there was benchmarking was produced quarterly (ChAT, LIIA). In addition to reporting at service level, Members heard that there was corporate reporting to CMT in the form of a balanced scorecard. Key metrics at service level were selected and reported to CMT on a quarterly basis. This report tracked performance and included targets and a 'traffic-light system' with indicators off target flagged as Red. It was confirmed that, in addition to performance data, the Business Performance Team was responsible for the analysis of data to establish patterns and trends. Such information was crucial when planning for strategic changes or service redesign. Finally, the service supported individual projects with ad hoc analyses; examples included a study of the educational performance of white boys and work on Covid-19 to help the Council better target local interventions to support residents. In terms of data sources and tools, Select Committee Members were advised that the

main tools used by the Business Performance Team were SAP Business Objects (BOXI) and Microsoft Excel. BOXI was used to interrogate the data captured by the service areas while Excel enabled officers to analyse and present the data in a clear format for end users. Other bespoke systems were also used across specific areas; notably Experian which had recently been used for work around the contact centre and to 'profile' school cohorts.

In response to their requests for clarification, Members heard that individual service areas were responsible for the input and management of their own data but decisions regarding the organisation of said data / report designs were made collaboratively by the Business Performance Team and IT. In terms of CMT reporting, it was confirmed that CMT worked closely with Naveed to set out their requirements and were in receipt of quarterly reports in the form of a balanced scorecard.

Members enquired how the accuracy of the data input by the service areas was monitored. It was confirmed that the Business Performance Team relied on the departments to input their own data accurately; it was in everyone's best interest to ensure the data was recorded accurately as data reports were regularly circulated to Heads of Service and Directors for checking.

In response to further enquiries from the Committee, it was confirmed that LBH was good at using the data at its disposal to 'paint a picture' / 'tell the story' but conveying information to the service areas was an area for improvement.

James Wigley, Managing Director – Key Intelligence UK, addressed the Committee confirming that he had been working in the field of local authority data for 15 years specialising in Housing and Social Care data. Key Intelligence UK had worked with approximately 50 different local authorities to date and were currently working with 10. Members were advised that Key Intelligence UK were usually called in as an additional resource to provide technical assistance when performance teams had found that the toolkit they were using to take data from their client management systems (CMS) to present as a story was limiting them in some way. Members heard that the providers of CMS often also supplied a data warehouse to translate the heavily technical data into a slightly more digestible format. The tool Business Objects was then used by performance teams to interrogate the database and produce data set reports which could be refreshed on a regular basis. Finally, the data would be presented using Excel charts, narrative reports, tables etc. Members were informed that there was a limitation in the way warehouses had been designed which meant they were good at extracting the data but not so adept at finessing it. Key Intelligence UK were often called in to provide technical help using database skills to find a solution to this issue. They could also assist with data migration and provide additional technical support in times of statutory returns / preparation for Ofsted. In the case of Hillingdon, there had been a short-term capacity issue around reporting due to the implementation of the Stronger Families Programme. Key Intelligence had been called in to assist with the urgent development of new reports and to provide an overview of social care reporting to get a broader picture of medium to long term reporting requirements and shorter term specific specifications for the next set of data requirements. The piece of work had now been completed.

Mr Wigley informed Members that, compared to other London boroughs, Hillingdon had a similar sized performance team with a strong knowledge of databases and business processes. However, it was confirmed that quite a few other boroughs had a technical edge either provided externally or skilled up within the team. This meant they had access to more technical support, either provided externally or through inhouse inbuilt

SQL development skills to speed up the process of getting the data. This enabled performance teams to focus more on presentation, distribution of the data and analysis. It was confirmed that this additional level of support could be achieved in a number of ways; either at service area level with additional data officers working on data quality or by means of higher level technical skill within the performance team to focus on SQL type work.

Perry Scott, Corporate Director – Infrastructure, Transport & Building Services, informed the Committee that a lot of work had been undertaken in recent years to refresh IT, provide staff with new kit and move from Google to Microsoft. The focus now was on looking at where the data sat within the core systems and what was needed to extract the data and get it to people in a timely manner. A technical solution was being explored to drive this forward.

In response to requests for clarification from Committee Members, it was confirmed that certain data sets, particularly in social care, were quite small therefore it was difficult to draw meaningful statistical conclusions. Data sharing partnerships existed in London to mass up the data sets to get a broader insight from a wider population. More work on data preparation so it was in a standardised format made it more consistent and easier to analyse. It was further confirmed that, given a stronger data warehouse and SQLs, Hillingdon had the skillset to tell the story effectively. The Business Performance Team members had a thorough and nuanced understanding of the service areas and of the Borough itself therefore were well placed to spot anomalies in the data. Members heard that IT provided SQL support to the Business Performance Team. It would be possible to upskill the existing staff members and they would welcome the opportunity.

In response to further questions from the Committee, it was confirmed that the Team did not routinely provide data for all 700 services but would provide ad hoc support when requested to do so. Recent examples included work to support the transformation of libraries and to assist waste services with its new recycling programme. It would not be feasible to provide CMT with regular reports on all 700 services at the same time. Members heard that the Business Performance Team conducted an overview of their reporting every year or two to ensure the reports produced were still relevant and useful. However, some reports were automated and would therefore be sent out regularly regardless of usage.

It was felt that the Council was now in a good position to make a step change; once officers had access to the required tools and the data had been lined up correctly, the Business Performance Team would be in a position to perform more analysis of the data and tell the detailed story with less requirement to focus on data production and checking. In terms of data culture across the Council, Members were advised that there were some areas of very good practice while other areas still had a way to go.

Members requested further clarification regarding benchmarking and heard that services were often benchmarked against statistical neighbours; however, the clients decided who they wanted to benchmark against – sometimes the West London context was most appropriate. In terms of Covid, LBH was benchmarked against near neighbours including London boroughs, Buckinghamshire and Berkshire. Benchmarking varied according to who was asking for the data and what they requested as the benchmark. The Business Performance Team had a good working relationship with the services and weekly meetings were held with service heads at which benchmarking could be discussed.

Members enquired whether back data was used for forecasting future expectations of demand. It was confirmed that this was an area for development. Straight line forecasting could be achieved based on previous trends. One area of effective forecasting was in school places planning which was supported by the GLA. Over the years, accuracy had usually been within 2.5% - 5% accuracy.

In response to further questioning from the Committee, Members heard that the CMT balanced scorecard, in one guise or another, had been in place for at least 5 years. It was presented to CMT by the Head of Business Performance and Insight as a collective piece and included information across all areas. The format of the CMT report had changed over the years and was now more dynamic. The Corporate Director – Infrastructure, Transport and Building Services confirmed that the current quarterly reporting frequency to CMT appeared to be working well. Each balanced scorecard was reviewed regularly and updated by individual service areas. It was noted that KPIs were additionally produced on a weekly and monthly cycle and seen by service managers and heads. Information could be requested on an ad hoc basis to support the needs of services. At the request of the Chairman it was agreed that the Head of Business Performance and Insight would liaise with Democratic Services to provide further detail and clarify this process further outside the meeting.

Members heard that CMT reports were usually available within 3 weeks of quarter end i.e. meetings with CMT were weekly and the Business Performance Team would attempt to gather all the information for the 3rd CMT meeting after quarter end.

The Committee was informed that options in terms of data tools to extract the data were currently being explored – the Council wanted to invest in the right product and ensure the data extracted was of value. One option was Power BI which was a Microsoft product – this was a good product but expensive. In response to further questions from Members, it was confirmed that cross departmental analysis was carried out; one example was the provision of information extracted from Children's Social Care to support the Green Spaces team with the FIESTA programme.

It was agreed that Mike Talbot would be requested to attend the next witness session in October. James Wigley would not be required to attend again. A representative selection of witnesses across Council services would also be requested to attend the next witness session (from Adults' and Children's Social Care, ASBET, Housing and Waste Services).

RESOLVED:

1) **Naveed Mohammad liaise with Democratic Services to clarify current processes in relation to the CMT balanced scorecard and reporting;**
2) **That Mike Talbot and a representative selection of witnesses across key Council services be requested to attend the next witness session in October; and**
3) **That the information provided in relation to the Performance Monitoring and Reporting review be noted.**

27.	**INFORMATION GOVERNANCE (DATA PROTECTION)** *(Agenda Item 6)*

Raj Alagh, Borough Solicitor, presented the report. Members were informed that the European Union's General Data Protection Regulation (GDPR) had come into force in May 2018 introducing a new set of laws and procedures. The Data Protection Act 2018 (DPA) had also been enacted in May 2018 bringing GDPR into English domestic law

and the two statutes needed to be read together. GDPR and the DPA provided a composite set of rules for safeguarding data in the UK. GDPR required all organisations to appoint a statutory Data Protection Officer and Raj Alagh as Borough Solicitor had been appointed to this role in January 2018. The Data Protection Officer and his team had worked to prepare the Council for the new data protection regime. Approximately 12 policies had been devised and training provided across the Council for all officers and Councillors. Verbal training had been provided together with a compulsory online GDPR training module which continued to be rolled out on an annual basis.

Members were informed that, under new GDPR rules, consent to process a person's data had to be provided in writing and an individual had the right to withdraw consent, request erasure of their personal data or correction to their data at any point. Individuals also now had the right to submit a Subject Access Request (SAR) asking for information held by the Council about them to be disclosed to them. A large number of SARs were received by the Council and there was no longer a £10 fee chargeable for this service. In respect of SARs, the Information Commissioner's Office (ICO) had found that the majority of local authorities (including Hillingdon) were not complying with the one-month timeframe within which they needed to respond. Therefore, in October 2019, the Borough Solicitor had attended a Senior Managers' Conference at which he had emphasised the importance of complying with SARs to avoid the ICO taking enforcement action against the Council. Since then performance had improved significantly and compliance now stood at approximately 90% which was acceptable.

The Committee heard that one area of concern related to data breaches. It was recognised that there was always scope for human error and a couple of significant breaches had been recorded in recent years. All breaches had to be reported to the Monitoring Officer, no matter how minor they appeared to be. In cases where it was felt that a breach compromised the rights and freedoms of an individual, it had to be reported to the ICO within 72 hours. Failure to do so could result in a significant fine.

It was noted that resourcing was somewhat limited – the Borough Solicitor was responsible for assessing data breaches and, where necessary, reporting them to the ICO; an Information Governance Lawyer dealt with day to day matters and Glen Egan did a lot of work on FOIs and provided training on FOIs and SARs. During the pandemic a large number of officers had been obliged to work from home therefore had needed to take assume more personal responsibility. Members were informed that the Borough Solicitor was generally satisfied with the Council's adherence to GDPR. Refresher training would be provided following the May 2022 elections and Councillors could complete the online training at any point should they wish to do so.

Members enquired whether recently elected Members had received GDPR training. It was confirmed that packs of information had been sent but no face to face training had been provided. Members requested clarification regarding their individual registrations with the Information Commissioner's Office as it appeared that these had been cancelled in 2019. It was agreed that this was probably an oversight - the Borough Solicitor would investigate the matter further and report back. Councillors extended their thanks and congratulations to officers noting that no major breaches had been recorded to date which was commendable.

RESOLVED:

1) **That the Borough Solicitor investigate the matter of Councillors' individual registrations with the ICO; and**

	2) That the Information Governance information report be noted.
28.	**HILLINGDON DIGITAL CONNECTIVITY STRATEGY** *(Agenda Item 7)* Sajad Rashid, ICT Project Manager, presented the report noting that the Digital Connectivity Strategy had been considered at Cabinet on 2 September. There were 3 strands to the Strategy: 1) Digital place - to uplift the structure of the Borough. Current data showed that the level of Full Fibre was 5% in Hillingdon compared to an average of 20% in West London; 2) Digital Council – Hillingdon wanted to be investor ready to encourage investment in the Borough; and 3) Digital Inclusion – the pandemic had highlighted the fact that many people were unable to access the internet due to the Digital Poverty. In February 2021, a consultancy team had been set up led by Perry Scott. A steering group was held every six weeks with all the services within the Borough to ensure transparency. The aim was to achieve a single channel of digital inclusion for the Borough. In terms of progress to date, a Wayleave Agreement had been signed with Openreach who had agreed to invest approximately £7m in telecoms exchanges including 7 in the Borough – 2 of these had already been uplifted to Fibre Optic. Openreach were currently doing surveys for the Council to uplift social housing in multiple dwelling units. Moreover, Wayleave agreements had been signed with Community Fibre who had agreed to assist to Full-Fibre the Borough's social housing and to provide 10 free Full-Fibre connections for community centres or community spaces. With regards to 4G, Telefonica had expressed a desire to upgrade their network availability across the Borough by installing 4G small cells technology which would alleviate the network congestion they were experiencing. In terms of 5G, few operators were trying to come into the Borough at present. However, some planning applications had been received. Fortunately planning colleagues had agreed to consult with the Digital Connectivity project team to establish whether the applications were viable or otherwise. In response to Members' requests for further clarification, it was explained that Fibre Optic was underground therefore there was no requirement for large boxes on the surface; however, small boxes on telegraph poles were a possibility and there would be more boxes on buildings. For 4G and 5G small cells there would be additional cabinets on streets and boxes placed on columns. 5G technology necessitated the erection of 20m masts hence was likely to have the most significant impact on the street scene. It was confirmed that BT work was predominantly under the ground and, once in place, the fibres could be used by residents or businesses with any provider as they all rented the same line. In response to their enquiries, Members heard that Fibre Optic was essential for future proofing as this technology was required for 5G small cells. It was not thought that any other boroughs in the West London Alliance had signed agreements with Openreach. The benefit of Openreach was that it offered open access so any provider could rent the line whereas Community Fibre did not offer this flexibility. In terms of timescales Openreach aimed to have surveyed all properties in Hillingdon by the end of the year and planned to start building at the beginning of 2022. Thereafter implementation would be on a rolling basis and would be monitored.

In response to Members' requests for clarification regarding the laying of fibres, it was confirmed that, in addition to Openreach, agreements had been signed with Community Fibre (who would be laying their own fibres) and a Wayleave Agreement was currently being signed with Hyperoptic. Members were informed that the existing telephone exchange would be utilised but other providers would probably add a splitting device at the exchange from which they ran their own cables using the existing ducting of Openreach. It was confirmed that service providers would use the existing Openreach infrastructure where possible and would not need to dig up pavements to create their own networks.

Councillors suggested that the word 'with' at the bottom of page 35 of the agenda pack should be replaced by 'and' to read 'the Borough's social housing <u>and</u> the addition of….' In terms of social housing, Members heard that Fibre would be connected to both individual houses and estates so everyone would benefit from the faster technology in the longer term. Members queried the 'levelling up' programme to improve digital connectivity in the North of the Borough as referenced on page 48 of the agenda pack and enquired why the North of the Borough needed extra investment. It was confirmed that there were some black spots in parts of the north of the Borough where connectivity was low.

In response to further questions from the Committee, it was confirmed that Hillingdon had fallen behind because channels of communication had not been open. Moreover, 5G masts applications had often been rejected due to siting and appearance concerns. The Digital Strategy demonstrated that Hillingdon was now open for business and ready to engage with providers.

Members commented that it may not be advisable to use multiple service providers across the Borough and recommended that infrastructure be kept to a minimum. In response to Members' requests for clarification it was confirmed that the main contributors were Openreach, Community Fibre and Hyperoptic – all these parties lobbied Government for funding and some were able to access grants. It was felt that one service provider might be more efficient – it would be useful to be appraised of the works as they progressed.

RESOLVED: That the Committee noted the Council's plans for digital connectivity.

29.	**COMPLAINT & SERVICE MONITORING 1 APRIL 2020 TO 31 MARCH 2021** *(Agenda Item 8)*
	Ian Anderson, Business Manager – Complaints and Enquiries, presented the report which set out an overview of complaints and Members' Enquiries received between 1 April 2020 and 31 March 2021. It was noted that data was provided over a 5 year period and the outcome of all Ombudsman investigations were included in the report at the request of Councillors. Members were informed that the Covid-19 pandemic had impacted on the numbers of complaints and Members' Enquiries received – with more informal complaints, less formal complaints recorded, fewer Ombudsman investigations completed and 502 compliments recorded with wildflowers being an area for which residents had sent most compliments. Overall fewer Members' Enquiries were recorded and this was as a result of the impact of Covid 19 and the restrictions in place.
	In relation to Members' Enquiries by Ward, it was confirmed that figures for Uxbridge South were misleading as all enquiries submitted with no specific location were

automatically logged against the Civic Centre, which was then recorded against Uxbridge South Ward. Alternative options would be explored to rectify this discrepancy. Moreover, Members were advised that some clarity as to what constituted a Members' Enquiry as opposed to a service request would be beneficial as this was a grey area.

In response to Members' requests for clarification, it was confirmed that all Members' Enquiries were recorded on the Council's Onyx database. . Members were informed that a move to a Goss system was being investigated; it was envisaged that this would be a more efficient and receptive system which would provide better self-service options. It was hoped that it would be possible to perform text analytics on complaints in the future.

RESOLVED: That the Committee noted the contents of the report and provided any comments to officers as appropriate.

30.	**FORWARD PLAN** *(Agenda Item 9)* Members enquired whether it would be possible to receive further details of the Financial Assistance to Hillingdon's local voluntary organisations item due to be considered by Cabinet in December 2021. It was agreed that Democratic Services would ask officers to attend the November meeting of the Select Committee to provide further information on this if possible. **RESOLVED: That the Corporate, Finance and Property Select Committee noted and commented on items going to Cabinet.**
31.	**WORK PROGRAMME** *(Agenda Item 10)* It was noted that a number of witnesses would be requested to attend the October meeting of the Select Committee in relation to the Performance Monitoring and Reporting review. **RESOLVED: That the Corporate, Finance and Property Select Committee considered the report and agreed any amendments.**
32.	**CYBER SECURITY** *(Agenda Item 11)* The minutes to this item were declared as exempt from publication as they involve the disclosure of information in accordance with **paragraph 7** of Part 1 of the Schedule 12(A) to the Local Government Act 1972 (as amended) in that the report contains **information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime** and that the public interest in withholding the information outweighs the public interest in disclosing it.
	The meeting, which commenced at 7.30 pm, closed at 9.38 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Liz Penny on 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: What do we need to do better and where do we want to be? – Witness Session 2

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Liz Penny, Corporate Resources and Services
Papers with report	Review Scoping Report
Ward	N/A

HEADLINES

To enable the Committee to hear from witnesses representing key Council departments in relation to the Committee's review of Performance Monitoring and Reporting in Hillingdon Council. The Committee will have an opportunity to explore what could be done better, how this could be achieved and the vision for the future.

RECOMMENDATION

That the Corporate, Finance and Property Select Committee notes the information received from witnesses in relation to its Review of Performance Monitoring and Reporting in Hillingdon Council.

SUPPORTING INFORMATION

In the previous witness session, Members of the Select Committee heard from Naveed Mohammad, Head of Business Performance, who outlined the data currently gathered, the systems used to gather and analyse data and how said data is presented. Members are now interested in gaining a better understanding of how the needs of key services are currently being met, what are the gaps in the information provided and what improvements could be made.

To date one of the key threads of discussion has been how far and to what extent the Council is able to use data to 'tell a story.' At present this is not routinely undertaken without a bespoke piece of analysis. Routine reporting is largely transactional and knitting together what can be disparate sets of data requires a specific undertaking.

Witnesses

The following representatives from key Council departments have been invited to attend the meeting:

Alex Coman – Director, Safeguarding Partnerships and QA (Children's Services)

The Children's Services Department encompasses childcare and early years' provision, special educational needs and disabilities, fostering and adoption, protecting children and young people and the Youth Justice Service. This service area is one of the key users of data within the Council. It is a statutory, high risk service therefore regular analysis is provided ranging from weekly activity reports through to a monthly ChAT report used both for operational management and to plan for inspection readiness.

Richard Dawson – Head of Community Safety and Enforcement

The Community Safety and Cohesion Department aims to ensure that residents feel safe within the Borough and has responsibility for the allocation of Better Neighbourhood Funding and CCTV provision. Moreover, it supports residents with concerns regarding anti-social behaviour and domestic abuse. In terms of reporting, data on crime types and trends including benchmarking data is obtained from the Metropolitan Police in addition to accessing third-party data sites such as IQuanta. Quarterly and annual reporting is in place ranging from statutory KPIs tracking headline issues such as ASB through to 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 (antisocial behaviour).

Kate Kelly-Talbot – Director, Adult Social Work

The Council's Adult Services Department offers support with social care eligibility and assessments. It also provides guidance and assistance to carers, those with disabilities and mental health needs and the elderly. Adult Social Care is a statutory, high risk service hence regular analysis and reporting are essential; examples include the monthly Adults' Teams dashboard which tracks activity against a range of KPIs.

Cathy Knubley – Head of Waste Services

Waste Services covers all matters relating to waste and recycling within the Borough. Reporting for this service area includes analysis of recycling rates, missed collections and flytipping which is reported to CMT in the form of a balanced scorecard on a quarterly basis.

Rod Smith – Service Manager, Tenancy Services (Housing)

The Council's Housing Department is responsible for the allocation and upkeep of social housing within the Borough. The team also offers advice and guidance in relation to home ownership, tenancies, homelessness, landlords, leaseholders, private housing and supported housing. Housing is a statutory, high risk service therefore there is a requirement for regular reporting covering activity levels, statutory returns to the Department for Levelling Up, Housing and Communities (formerly MHCLG) and the compilation of data for Housemark which allows for benchmarking and comparative analysis.

Possible Key Lines of Enquiry

1. How is data reported to you and could this be improved?

2. Are there any gaps in the information provided at present?

3. Is data presented to you at the appropriate time i.e. real-time or weekly / monthly / quarterly and does this meet your needs?

4. Could data reported to you be simplified in any way - would alerts when, for example, 'levels go below a certain number' be useful?

5. How do you use performance / data / reporting to monitor and improve service i.e. to identify trends or issues to be addressed?

6. From your perspective, does current reporting reassure residents that the Council is doing a good job?

7. What data reported is useful for the public to see how the service is performing and is this information advertised / published sufficiently?

8. Would services benefit from being able to fuse data from other sources to provide a broader picture of what is going on for monitoring purposes (data mashing)?

9. Regionalising or collective data - do services need data reported at street, ward or area level - or for a particular age group for example - and is that done well at present?

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

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

1. OBJECTIVES

Aim of review

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

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

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

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

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

Terms of Reference

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

1. ***Where are we now?*** *- To ensure Members receive a broad overview of existing arrangements in respect of data collection, use of data and performance reporting across all parts of the Council.*

2. ***What do we need to do better and how?*** *- To review the Council's current arrangements in the use of data to manage operational delivery and drive service improvements and seek to:*

   a. *compare and contrast arrangements in Hillingdon with peer authorities and other public organisations and to understand areas of good practice and further improvement and developments required; and*

   b. *Investigate short-medium term improvements in data reporting and presentation to decision-makers, e.g., Corporate Management Team / Cabinet Members / Select Committees.*

3. ***Where do we want to be?*** *- To provide Members with an insight into the future of data collection and reporting, along with associated technology and its practical application for decision-making. To encourage officers to buy into the process and produce honest and useful data.*

4. *To make practical, prudent recommendations to Cabinet, (and other bodies if applicable), based on the Committee's findings.*

2. BACKGROUND

The Council delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon and routinely gathers a wide spectrum of data across

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

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

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

What is Tracked and Reported

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

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

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

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

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

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

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

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

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

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

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

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

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

Suggested areas identified for improvement.

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

Current data, best practice and research

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

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

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

Legislative / national context

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

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

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

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

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

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

Connected work

None.

Executive Responsibilities

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

3. EVIDENCE & ENQUIRY

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

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

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

Members may wish to suggest alternative /additional witnesses.

Initial Lines of Enquiry

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

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

Surveys, site-visits or other fact-finding events

None proposed at present.

Future information that may be required

To be confirmed.

4. REVIEW PLANNING & TIMETABLE

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

Proposed Witness Session Themes

- **"Where are we now 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:

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

TARGET CABINET DATE –24 MARCH 2022			

Resource requirements

To be confirmed.

Equalities impact

To be confirmed.

Background Papers / further reading

None at this stage.

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Repairs and Maintenance

Committee name	Corporate, Finance & Property Select Committee

Officer reporting	Gary Penticost - Repairs, Engineering, Planned Works and Facilities Management

Papers with report	Appendix A - Repairs and Maintenance Service update

Ward	All

HEADLINES

To provide information to the Committee on responsive repairs and maintenance provided by the in-house Repairs Service

RECOMMENDATIONS:

That the Committee notes the content of the report

SUPPORTING INFORMATION

Responsive repairs and maintenance of the Council's residential housing are undertaken by the in-house Repairs Service supported by several specialist contractors and suppliers.

The Repairs Service has a Direct Labour Organisation (DLO) of 44 trades operative, plus works planners, supervisors and managers who deal with 35,000 - 40,000 repair requests annually. Current projections for the financial year 2021-22 are that more than 40,000 responsive housing repairs requests will be received.

Responsive repairs are supported by several approved term contractors who undertake larger and/or specialist repairs such as roofing, drainage, plumbing, fencing, building, plastering and ground works.

The Repairs Service also manages the re-servicing and repair of all void housing properties, delivered via two term contractors. It delivers repairs and maintenance to the Council's corporate buildings stock; it does minor disability adaptations work and minor fabric remedial works associated with fire safety risk assessments.

Please refer to **Appendix A** for details of performance on responsive repairs and maintenance.

Other areas of Housing maintenance outside of responsive repairs:

Statutory servicing and associated maintenance programmes are provided via specialist works contracts and are not included in this report:

- Gas safety checks and domestic gas boiler repairs and replacement
- Gas safety checks and maintenance of communal boilers and associated services
- Asbestos testing and removal
- Water quality, Legionella control and associated risk assessments
- Fire risk assessments and associated works (in house repairs operatives carry out minor FRA works - details below)
- Periodic electrical testing and upgrades
- Communal door entry maintenance and replacement
- CCTV systems maintenance and replacement
- Planned roof renewals
- Planned kitchen and bathroom installations
- Communal painting programmes

Implications on related Council policies

N/A

How this report benefits Hillingdon residents

This report sets out ways in which the in-house Repairs Service benefits Hillingdon residents.

Financial Implications

None.

Legal Implications

Not applicable.

BACKGROUND PAPERS

Nil.

Appendix A - Repairs and Maintenance Service update

Subject: KPI (Key Performance Indicators) Service update for August 2021 KPI

Introduction: This update will take a comparative view of the Service within the month of August 2021 KPI.

Jobs raised and monthly completed

Repair requests have continued to remain high when compared to previous years. Previous software constraints meant that recording of works reported in one month but completed in another were not correctly captured, but this has been resolved. A big part of our success is being able to utilise term support contractors to undertake remedial works where the DLO either do not have the specialist skills or cannot action them within the required timeframe. The charts below depict trends of repairs requested vs completed month by month.

Housing Repairs Data

Number of orders raised per month for all priority's	Numbers	Percentage
Total repairs raised	2770	100%
Total Repairs completed within Month (This includes works outstanding from last month)	2287	83%
Total number of repairs outstanding - with future appointments	483	17%
Percentage of all repairs completed for Month	83%	83%
Total job value of all repairs orders raised	£196,765.17	N/A
Average cost per repairs order	£70.94	N/A
Average time taken to complete all responsive repairs	9.31	Days
Average time taken to complete all stand by orders E1 (4hrs)	02:33:26	hh:mm
Average days taken to complete all Emergency orders E3,E4 (4-24 hrs)	11:08:30	hh:mm
Average days taken to complete all Routine orders R2,R3 (20-90 working days)	16.83	Days
% or all repairs orders completed on first visit	96.26%	96.26%
Total of carded jobs from all orders raised per month	77	3%
Resident satisfaction with Service	96.28%	96%

Corporate Repairs Data

Number of orders raised per month for all priority's	Numbers	Percentage
Total repairs raised	645	100%
Total Repairs completed within Month (This includes works outstanding from last month)	600	93%
Total number of repairs outstanding - with future appointments	45	7%
Percentage of all repairs completed for Month	93%	93%
Total job value of all repairs orders raised	£30,555.12	N/A
Average cost per repairs order	£47.84	N/A
Average time taken to complete all responsive repairs	4.16	Days
Average time taken to complete all stand by orders E1	02:01:00	hh:mm
Average days taken to complete all Emergency orders E3,E4	09:53:34	hh:mm
Average days taken to complete all Routine orders R1,R2,R3	4.21	Days
% of all repairs orders completed on first visit	93.43%	93.43%

Demand on Service

The Service received 2,662 repair requests during August 2021. This was fewer than August 2020, but the previous year's figure was increased by the easing of a lockdown period. Following the easing of Covid safety measures, the Service reintroduced routine works that had been placed on hold during the height of the pandemic. Introducing this backlog of works created an increased operational WIP (works in progress) of 2300 repairs.

Creating a strict working recovery plan has assisted with reducing this WIP while services recover. It decreased to 2088 in July 2021 and to 1842 by mid-September 2021. The operational WIP target is 1550. This reduction has been achieved despite the current issues presented to the Service by nationwide material shortages. All possible actions are being taken to actively reduce the figure further, with daily reviews being undertaken.

Table displaying comparison of work requested in current and previous years:

Number of orders raised per month for all priorities	May	June	July	August
Total Repairs raised 2021-22	2941	3225	2974	2662
Total repairs raised 2020-21	2255	3544	3533	3481
Total repairs raised 2019-20	2598	2327	2613	2395

On average the number of repair requests are rising by 3,041 jobs year on year. If this demand increase continues, the Service will need to either expand its establishment levels or subcontract increased workloads at a significant extra cost to meet both resident expectations and service level standards.

Responsive Repairs and Voids Budget allocations:

Responsive Repairs and Voids Budget	£5,095,800
Spend to date as per CP M5 (1 month behind):	£2,504,864

The increase in repair requests is linked to the Homes (Fitness for Human Habitation) Act 2018 that came into effect in March 2019. Under this legislation the Council is deemed to know of, and so be liable for, any disrepair once it has been seen by a Council officer or representative (e.g. a contractor). All front-line services are actively reporting new repairs when they visit residents. This shows the Council's positive and proactive approach towards the new legislation, but the added pressure has increased costs and turnaround times, especially where larger repairs are found, which tend to be issued to support contractors.

The introduction of planned replacement programmes to kitchens, bathrooms and roofs will further reduce workloads on the Repairs Service due to reduced reports of specific repairs such as leaks and of general disrepair due to age. New installations will have warranty periods and the items fitted will have more widely available spare parts. Currently the Service sometimes finds

that certain materials are no longer produced, for example kitchen units or roof tile types, so much wider works are required to successfully repair the issue reported.

Benchmarking against other Social Landlords

The Service submits data to HouseMark which collects data from all social landlords and provides a bench marking standard. This enables the Service to better understand the current leading industry standards and set work targets accordingly. Our comparison for the first quarter of 2021 is:

Area of measure	Industry Benchmark	Hillingdon
Average days to complete all repairs	10 Days	9.34
First time Fix	92.3%	93.22%
Resident Satisfaction with Repairs (transactional)	87%	95.13%

In the latest HouseMark review, the figures supplied gave the Service a status of "Good performance, Low cost" and the following statement:

"*Your overall maintenance performance was above that of your peers and your front-line costs are lower. This is based on your responsive repairs and void works cost per property of £633, your cyclical maintenance and major works cost per property of £1,558 and your average performance across four repairs and maintenance KPIs.*"

It should be noted that first-time fix has decreased due to repairs becoming larger and more invasive. It is also likely to be affected by the national material delivery delays caused by a range of factors including Covid and Brexit.

Complaints, Compliments and Resident Satisfaction

The Repairs Service uses Housemark's STAR satisfaction format to collect resident feedback on repairs completed, allowing us to submit data to be compared to our peers. The current service supplied to residents is generally perceived as very good when compared to the median produced by our peers.

"House mark's STAR satisfaction methodology provides a unique balance of comparability and flexibility. Using standardised questions and response scales, landlords can conduct satisfaction surveys in a timescale that suits their business. This means that satisfaction surveys are no longer something that takes place once a year, they can be conducted on an ongoing monthly or quarterly basis, which provides real-time results that are relevant for timely decision making."

Housemark also provide detail on resident's expectations of service: "Despite the initial uptake in resident perception early on in the pandemic, overall perception scores for 2020/21 were significantly lower than previous years. This is against a backdrop of slowly declining scores over the past three years as landlords maintain performance, but resident expectations appear to increase."

The Maintenance Service actively works with residents to reduce the need for official complaints. A significant proportion of received complaints are from residents who have not previously reported the specific repair need. When complaints are wholly or partly upheld, all learning actions are taken on board to improve the overall service to residents.

For comparison, from 1 April to 31 August 2021, the Repairs Service received 35 official complaints, set against 15,075 works orders raised (0.2% of the total). However, 19 of the 35 (54%) were rejected by the Service as the maintenance in question was the resident's responsibility to carry out, and/or investigations found that the complaint did not correctly reflect the situation.

The Service received 124 Members Enquiries between 1 April and 31 August 2021, of which 80 (65%) were reporting repairs previously unknown to the Service, and 44 (35%) were resident complaints. Of the complaints, 31 (70%) were rejected by the Service as the maintenance in question was the resident's responsibility to carry out, and/or investigations found that the complaint did not correctly reflect the situation.

From 1 April to 31 August 2021 the Repairs Service received 84 compliments for jobs well done. Example of some compliments received:

"*Received a call from Mrs X, from Sutcliffe House. She wanted to pass on the message that Bradley the electrician was the nicest young man, and she wanted to praise him. She was very thankful for the work, wanted to pass her thanks on again to Bradley and let the management team know how good Bradley was.*"

"*Damien from the flooring department of Housing Repairs came today and fitted new flooring in my kitchen. Damien completed and made an absolutely fantastic job of my kitchen floor today which looks fantastic and is now very safe and no longer a trip hazard. The job was carried out in an extremely efficient & professional manner by him. He is truly an expert in his field and you should be proud to offer him employment as an LBH employee as I understand, at the present moment in time, he is agency staff. If I had to rate him by stars he would definitely score 5 stars and 10/10 for his excellence. I am an extremely satisfied tenant and even though I thanked him most gratefully when the job was finished, I would be even more grateful if you would please convey this message to him for his extremely, friendly, efficient & professional expertise.*"

Legal Disrepair

The Homes (Fitness for Human Habitation) Act 2018 came into force on 20 March 2019, applying to new tenancies from that date and to all private and social periodic tenancies from 20 March 2020.

The Act lets tenants bring a disrepair case against their landlord for dampness, mould, leaks, kitchen and bathroom defects and other items which affect their quiet enjoyment of their property. Defects do not need to have been previously reported to the landlord and the Act gives landlords only limited protection from defects caused by neglect or misuse rather than fair wear and tear. The Act was intended to help combat 'rogue landlords' but LBH Legal Services advise no-win no-fee solicitors are actively promoting disrepair claims to Council tenants nationwide. Disrepair cases can span years, take up substantial amounts of officer time and incur high internal costs

and external spend on surveyor reports, repairs, compensation awards and complainants' legal costs.

Many disrepair cases are counterclaims against the Council's pursuit of rent arrears. The Maintenance Service believes that the lower number in 2020 is partly due to the stay on repossessions during Covid-19 and that numbers will rise once government restrictions on that procedure end. Already in 2021 on average there has been one new case each week.

Number of disrepair cases by year	Year	Legal disrepair cases
Prior to introduction of the Homes (Fitness for Human Habitation) Act 2018	2009 – 2017	37
Following the introduction of the Homes (Fitness for Human Habitation) Act 2018	2018	17
	2019	34
	2020	26
	2021 (to 1st July)	24

In most cases solicitors will request an independent expert to survey properties, often finding a technical liability that will result in works to the property. The Expert will provide a schedule of repairs. The Council can sometimes dispute individual points, but it needs to action them all, including repairs that the tenant is normally liable for under the terms and conditions of their tenancy, and within a legally mandated timescale. Repairs in 'damp' disrepair cases are often substantial projects that are generally sub-contracted as the Council's DLO does not have sufficient capacity.

Operative Productivity

Productivity has risen to meet the increased demand on the Service. The DLO completes on average 5.03 jobs per day, with primary trades averaging 5.28 and secondary trades 4.56. Primary trades comprise carpenters, electricians and plumbers, who usually have a higher turnover due to the reactive nature of their work. Secondary trades include bricklayers, plasterers, decorators and roofers, who usually need a more planned approach to their work and the average job is generally larger, meaning fewer completions per day.

DTD KPI's

	Trade	Average	Change
Average KPI of daily completions for all trades combined	All	5.03	Up
Average KPI of daily completions for Primary trades combined	Primary	5.28	Marginal
Average KPI of daily completions for Secondary trades combined	Secondary	4.56	Marginal
Average daily number of orders completed per trade :	Bricklayer	0	Down
	Carpenters	4.62	Marginal
	Decorator	3.83	Up
	Electrician	6.06	Up
	Floor-layer	4.8	Up
	Plumber	5.36	Marginal
	Glazier	3.51	Marginal
	Multi-trade	3.58	Down
	Plasterers	3.69	Marginal
	Roofers	7.01	Up

Corporate KPI's

	Trade	Average	
Average daily number of orders completed per operative all trades combined	All	**5.54**	**Marginal**
Average daily number of orders completed per trade	Electrician	5.22	**Up**
	Plumber	6.64	**Marginal**
	Multi-Trader	5.08	**Up**

Toolbox Talks (TBT)

All operatives attend monthly toolbox talks (TBTs), signing an attendance sheet. Each TBT includes a safety talk from a pre-agreed annual agenda and it also allows managers to update operatives on other aspects of the business, on targets and procedures, and on recent issues in the wider Council. TBTs are currently outside with social distancing, in the rear car park of Harlington Road Depot. Face masks and other PPE (Personal Protective Equipment) are worn.

Current TBT safety talk schedule:

Monday 16th August 2021	Needle Stick Injuries
Monday 20th September 2021	Company Vehicles
Monday 18th October 2021	Confined Spaces
Monday 15th November 2021	First Aid
Monday 20th December 2021	PPE

Lead Operatives have continued to carry out on-site safety spot checks on trade operatives which include checking vehicle conditions, the use and supply of PPE and the quality of works being undertaken. Lead Operatives complete a report and grade the operative. Failed inspections mean an informal warning and operatives know that three informal warnings may lead to formal disciplinary action being taken. This approach has seen a reduction in site accidents, fewer complaints and higher productivity.

Apprentices

The Repairs Service currently have 4 apprentices employed.

Repairs Order system: Oneserve / Active Housing integration Phase 2 - Went live Wednesday 30th June 2021

Oneserve is the software that the Maintenance Service uses to allocate works orders. Active Housing provide the repair-reporting software on the Council's website. Phase 2 of the integration between these programmes went live on 30 June 2021: when residents log in to the website to report repairs, integration with Oneserve's calendar allows them to book appointments for most repairs online. For safety reasons we ask residents to continue to report actual or possible emergencies by phone.
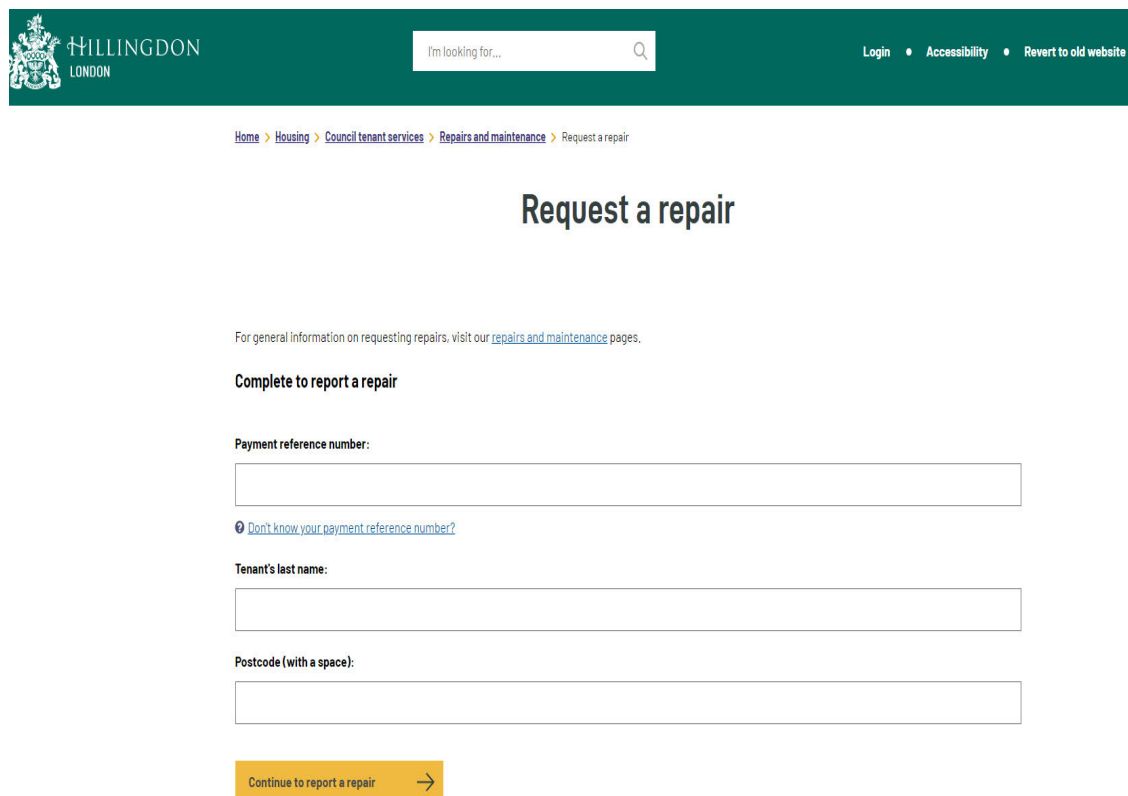
This has been a major step forward with Repairs reporting. It has directly integrated resident reports into Oneserve, ensuring the Council retains a full property maintenance history, new communal-area repairs for blocks of flats are recorded against the block and residents can book multiple repairs for different trades within a single website session. They can also look at photo and video guides of how to carry out simple repairs that are their responsibility to complete under the terms and conditions of their tenancy.

Since go-live, 207 jobs have been raised via the resident portal, of which 90 are completed so far.

The screenshot below shows the 3-tier verification process to access the repair reporting tool.

Materials

The current average cost of each repair is £70.94, which evidences effective use of van stock and enforcement of stock usage for operatives. For each invoice, a Team leader checks all lines for each purchase and verifies it was needed on the job raised. This approach has meant that operatives are aware that all materials are cross referenced and verified, allowing for strict cost management.

A full vehicle stock management audit was arranged with Grafton to confirm if operatives had maintained their stocks. This audit required all stock to be removed from operatives' vans, itemised and notes taken of any missing items for Team Leaders to investigate. This audit has now been concluded and found that all operatives have successfully maintained their stocks. This

is mainly due to the enforcement the Service requested be built into Oneserve for operatives to declare what stock is required. Automatic orders are raised with Buildbase then operatives can collect the items.

Due to the contract framework agreement that LBH has in place, we have yet to see many issues for DLO part availability due to national material shortages. However, the continued widespread issues are being continually monitored for any potential impact.

IT (Infrastructure and Technology) upgrades and improvements

All operatives recently received new phones as the previous versions had insufficient resources to run the current version of Oneserve.

A separate project called TrackAPhone is also now live, allowing the Service to track all operative phones in real time on Google Maps and to send group text alerts. The group text feature was lost when the previous Mears software contract ended.

The picture below is a sample of the TrackAPhone programme.
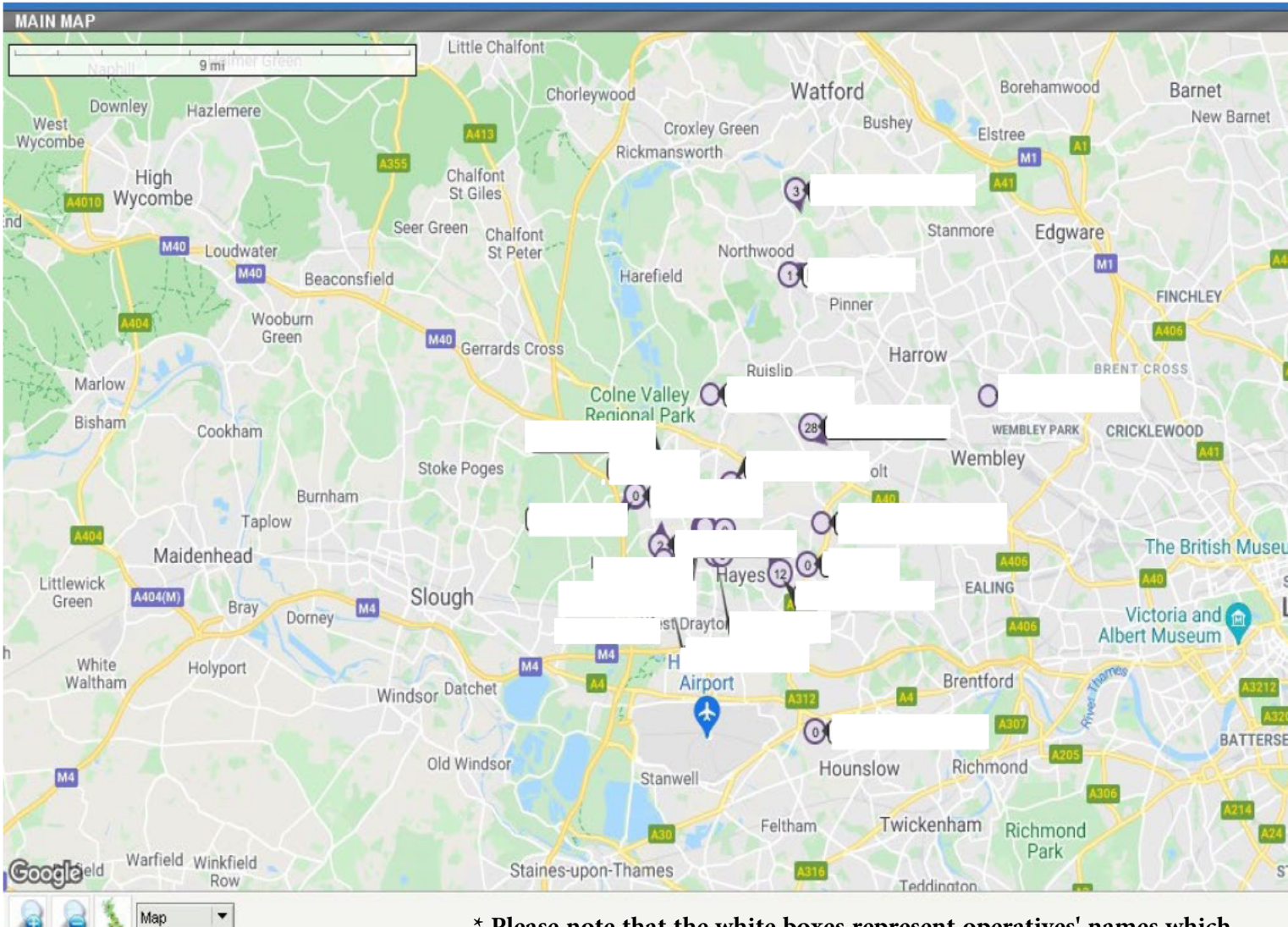
* Please note that the white boxes represent operatives' names which have been redacted for the purpose of data protection *

Voids Performance

The Voids Team are currently being impacted by almost a half of their voids being outside the standard area. This budget year (2021-22) Voids have carried out 118 standard void refurbishment vs 126 non-decent/major refurbishment voids.

The team have been working alongside the Regen Team for Phase 1 of Austin Road and Wellings House Estate closures by advising if properties have come to the end of their useful life or if the property can be converted to a short-term lettable property. If the property is deemed at end-of-life stage, it is cleared of all items and all utilities removed and made safe. If identified as short term let, works are specified and issued to the appropriate contractors.

Working closely with the welfare and reform team, any items at clearance stage that are still within a usable state are identified so they can be donated to charities to help those in need.

The voids repairs team have refurbished 244 voids since April 21, which includes Buy Back properties. This is broken down into the following table:

Table Displaying void categories totals and average costs:

Category	COUNTA of Category	SUM of Total Cost of Void
HLV - HARD TO LET VOID	5	£14,990.75
MV - MAJOR VOID	27	£194,762.84
NDV - NON-DECENT VOID	94	£508,814.11
SV - STANDARD VOID	118	£240,745.35
Grand Total	244	£959,313.05

Fire Risk Assessments minor repairs:

The Repairs Service assists the Engineering department by carrying out Fire Regulation Assessment (FRA) upgrade works for LBH to comply with its statutory obligations regarding fire safety to residents. Engineering and Repairs managers routinely monitor progress. The same team carries out works in both Corporate and Housing Stock, ensuring consistency of approach and quality.

So far the Repairs Service has completed FRA works over the course of Phases one to four of the project. With Phase Five commencing from April 2021, the Service has completed 74% of works issued. Three Repairs operatives are dedicated to FRA upgrade maintenance works across all three associated work streams.

The London Fire Brigade stated that the quality of firestopping provided by the LBH Repairs Service is one of the best seen within the London area.

Minor Adaptations:

Minor adaptations were transferred to the Repairs Service in April 2020 at which time there was a backlog of works of 60 jobs which have all now been completed. To date the Service has completed 119 Minor Adaptations requests on both private and Council-owned properties.

CABINET FORWARD PLAN

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Appendix A – Forward Plan
Ward	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	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)
		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 - 11 November 2021 (report deadline 27 October)

Ref	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)
90	**Contract Extension for the Provision of a Roofing Repairs Service for Housing & Corporate Properties**	This report seeks authority to extend the current contract for the provision of a Roofing Repairs Service for Housing & Corporate Properties. The existing contract allows for the option to extend for a further 1 year based on service requirements and satisfactory performance by the contractor.	N/A		**Cllr Jonathan Bianco - Property & Infrastructure**	**Corporate, Finance & Property**	**IT - Gary Penticost / FD - Michael Breen**			Private (3)
91	**Contract Extension for the Cleaning Service for the Civic Centre and other Hillingdon Properties**	This report seeks authority to extend the current contract for the Cleaning Service for the Civic Centre and other Hillingdon Properties. The existing contract allows for the option to extend for a further 2 years based on service requirements and satisfactory performance by the provider.	N/A		**Cllr Jonathan Bianco - Property & Infrastructure**	**Corporate, Finance & Property**	**IT - Gary Penticost / FD - Michael Breen**			Private (3)
92	**Contract Extension for Manned Guarding, CCTV Monitoring and General Security Contract**	This report seeks authority to extend the current contract for the Manned Guarding, CCTV Monitoring and General Security Contract. The existing contract allows for the option to extend for a further 2 year based on service requirements and satisfactory performance by the provider.	N/A		**Cllr Jonathan Bianco - Property & Infrastructure**	**Corporate, Finance & Property**	**IT - Gary Penticost / FD - Michael Breen**			Private (3)
71	**The Council's Insurance Contracts**	Cabinet will consider contracts with insurance providers, following a competitive tender exercise for the Council's insurance which is up for renewal.	N/A		**Cllr Martin Goddard - Finance**	**Corporate, Finance & Property**	**FD - Sarah Hydrie & Suzie Shardow**			Private (3)
SI	**Voluntary Sector Leases Report**	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 - Michele Wilcox**			Private (3)
SI	**Monthly Council Budget - monitoring report**	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**	**Corporate, Finance & Property**	**FD - Paul Whaymand**			Public

Cabinet Member Decisions expected - November 2021

Ref	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)
SI	**Standard Items taken each month by the Cabinet Member**	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

Ref	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)
		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)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation	NEW ITEM	Public or Private
92	**Contract for the Provision of Print Services**	Following a procurement exercise, Cabinet will consider the contract for the provision of the Council's printing services in lots, which include general printing, Hillingdon People printing and also Hillingdon People distribution.	All		**Cllr Ian Edwards - Leader of the Council**	**Corporate, Finance & Property**	**CS&T - Emma Gilbertson / FD - Suzie Shardow**		**NEW ITEM**	Private (3)
93	**Disposal of 2 garage sites in the Borough**	Cabinet will consider the disposal of two garage sites at auction. (1) Lavender Road, Yiewsley and (2) Cornfield Close, Uxbridge.	Yiewsley / Brunel		**Cllr Jonathan Bianco - Property & Infrastructure**	**Corporate, Finance & Property**	**IT - Julie Markwell**		**NEW ITEM**	Private (3)
038 (a)	**The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)**	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	**Financial assistance to Hillingdon's local voluntary organisations**	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	**Voluntary Sector Leases Report**	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 - Michele Wilcox**			Private (3)
SI	**Monthly Council Budget - monitoring report**	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	**Reports from Select Committees**	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

Ref	Upcoming Decisions	Further details	Ward(s)		Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation		Public or Private
SI	**Standard Items taken each month by the Cabinet Member**	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 - 6 January 2022 (report deadline 15 December)

Ref	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)
		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	Voluntary Sector Leases Report	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 - Michele Wilcox			Private (3)
SI	Reports from Select Committees	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 - January 2022										
SI	Standard Items taken each month by the Cabinet Member	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 - 17 February 2022 (report deadline 2 February)										
038 (b)	The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)	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	The Schools Budget 2022/23	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	Voluntary Sector Leases Report	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 - Michele Wilcox			Private (3)
SI	Monthly Council Budget - monitoring report	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	Reports from Select Committees	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 - February 2022										

Page 41

Ref	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)
		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	Standard Items taken each month by the Cabinet Member	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 - Thursday 24 March 2022 (report deadline 9 March)										
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	All - TBC on decisions made	FD - Paul Whaymand			Public
SI	Reports from Select Committees	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 - March 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 21 April 2022 (report deadline 6 April)										
SI	Voluntary Sector Leases	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 - Michele Wilcox			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	All - TBC on decisions made	FD - Paul Whaymand			Public
SI	Reports from Select Committees	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	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 19 May 2022 (report deadline 4 May)										
SI	Voluntary Sector Leases	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 - Michele Wilcox			Private (3)

Ref	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)
		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	Reports from Select Committees	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	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - June 2022 (date to be confirmed)										
SI	Budget Outturn 2021/22	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard	Corporate, Finance & Property	FD - Paul Whaymand			Public
SI	Voluntary Sector Leases Report	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	Reports from Select Committees	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	Standard Items taken each month by the Cabinet Member	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
Cabinet meeting - July 2022 (date to be confirmed)										
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Paul Whaymand			Public
SI	Voluntary Sector Leases Report	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 - Michele Wilcox			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	All	CS&T - Democratic Services	TBC		Public

Ref	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)
		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	Voluntary Sector Leases Report	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 - Michele Wilcox			Private (3)
SI	Reports from Select Committees	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 - July 2022										
SI	Standard Items taken each month by the Cabinet Member	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
Cabinet Member Decisions: Standard Items (SI) that may be considered each month										
SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	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	Ward Budget Initiative	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, Finance & Property	IT - Helena Webster	Local consultation within the Ward undertaken by Ward Councillors		Public

Page 44

Ref	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)
		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	Business, shops and commercial rents, leases, surrenders and renewals	To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.	Various		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Mike Paterson			Private (3)
SI	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 - Michele Wilcox			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	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action	TBC		Cllr John Riley - Public Safety & Transport	Public Safety & Transport	IT - David Knowles	Traffic Liaison Group		Public

Page 45

Ref	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)
		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 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)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	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	Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act	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 - Michele Wilcox			Private (1,2,3)
SI	External funding bids	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	Appeals in relation to business rates (NNDR)	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)

Ref	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)
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	**Response to key consultations that may impact upon the Borough**	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

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CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE - WORK PROGRAMME

Committee name	Corporate, Finance and Property Select Committee

Officer reporting	Liz Penny, Democratic Services

Papers with report	Appendix A – Work Programme

Ward	All

HEADLINES

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

RECOMMENDATIONS

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

SUPPORTING INFORMATION

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

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
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)											
Cabinet's budget proposals for next financial year								x			
Cabinet Forward Plan Monthly Monitoring	x	x		x	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							
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											

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