



HILLINGDON
LONDON



Corporate, Finance and Property Select Committee

Councillors on the Committee

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

Date: WEDNESDAY, 24
NOVEMBER 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

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

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Corporate, Finance & Property Select Committee

Membership

7 Councillors appointed on a proportional basis.

Terms of Reference

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

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

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

- Resident Experience
- Strategic Partnerships
- Community Engagement

Agenda

- 1 Apologies for absence
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting dated 21 October 2021 1 - 12
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Review: Performance Monitoring and Reporting in Hillingdon Council - Findings 13 - 36
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Minutes

CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

21 October 2021

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



	<p>Committee Members Present: Councillors Richard Mills (Chairman), Lindsay Bliss, Farhad Choubedar, Tony Eginton (Opposition Lead) and Richard Lewis</p> <p>Also Present: Councillor Steve Tuckwell (substituting for Councillor Raymond Graham)</p> <p>LBH Officers Present: Liam Bentley (Operations Manager, Corporate Housing Repairs and Voids), Alex Coman (Director, Safeguarding, Partnerships and Quality Assurance), Richard Dawson (Head of Community Safety and Enforcement), Kate Kelly-Talbot (Director of Service Delivery - Adult Social Work), Cathy Knubley (Head of Waste Services), Naveed Mohammed (Head of Business Performance & Insight), Liz Penny (Democratic Services Officer), Gary Penticost (Head of Repairs, Engineering, Planned Works and Facilities Management) and Rod Smith (Head of Housing & Tenancy Management)</p>
33.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Vanessa Hurhangee and from Councillor Raymond Graham, with Councillor Steve Tuckwell substituting for the latter.</p>
34.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
35.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING DATED 7 SEPTEMBER 2021 (<i>Agenda Item 3</i>)</p> <p>Councillor Eginton enquired whether there had been any further progress regarding the accessibility of the Hillingdon Trail as mentioned in the minutes. It was agreed that Democratic Services would follow this up with the Head of Green Spaces, Sport and Culture who had previously confirmed that the option of kissing gates to replace stiles would be explored further.</p> <p>Councillor Eginton requested further clarification regarding Councillors' individual registrations with the ICO as mentioned in the minutes. It was confirmed that an email from the Borough Solicitor had previously been circulated to Members setting out a response on this. Said response was read out to Members and it was agreed that the Borough Solicitor's email would be re-circulated to Members. Any further questions on this were to be sent to the Borough Solicitor directly.</p>

Councillors Eginton noted that the ICO website erroneously indicated that the Council's Data Protection Officer was someone other than Raj Alagh. Democratic Services would investigate this further.

RESOLVED:

- 1. That Democratic Services liaise with the Head of Green Spaces, Sport and Culture to establish whether there were any further updates regarding the option of replacing stiles with kissing gates on the Hillingdon Trail to improve accessibility;**
- 2. That Democratic Services re-circulate the email from the Borough Solicitor regarding Councillors' individual registrations with the ICO;**
- 3. That Democratic Services investigate the matter of the named Data Protection Officer on the ICO's website; and**
- 4. That the minutes of the meeting dated 7 September 2021 be approved.**

36. **TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE** (*Agenda Item 4*)

It was confirmed that all items of business were in Part I and would be considered in public.

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

Officers present were invited to set out how data was used within their departments and identify any gaps or possible areas for improvement.

Alex Coman, Director – Safeguarding, Partnerships and QA, addressed the Committee advising Members that, in Children's Services, there were a number of statutory duties in terms of performance, collection of the data and reporting at a national level. Data was used both to look at performance retrospectively and to predict future demand on services and resources. It was confirmed that Children's Services were one of the biggest users of data within the Council and the department received more than 20,000 contacts annually. There were statutory requirements to report the data nationally, share data locally and Pan-London and benchmark Hillingdon against other boroughs. Additionally, data was used for specific projects – for example to respond to particular pressures on the service.

In response to their requests for clarification, Members heard that a large amount of data was received by the Children's Services Department; however, this data was not in a user-friendly format and had to be manipulated manually. In terms of future projections, Children's Services worked with Naveed's team to look at trends. The Performance Team then manually produced predictive models on an ad hoc basis. Members heard that officers would like to be able to receive the data in a more user-friendly format – a number of options had been discussed with the Performance Team about various dashboard options etc. It was reported that it would be helpful if users could have control of the data themselves thereby negating the need to ask for manual ad hoc reports. It was confirmed that the Children's Services Team regularly received automatic reports which were very helpful; however, weekly reports were run on a

Sunday therefore, as the week progressed, the data became increasingly out-of-date – access to ‘live’ data would be preferable. The Committee heard that other boroughs used dashboards effectively to assist with their analysis. Naveed’s Team did the best they could with the software available to them, but better software was available elsewhere.

Members commented that the 20,000 contacts received by the Children’s Services Department annually seemed very high. It was confirmed that every single contact received via OneFrontDoor was recorded in the same system hence the high numbers. The Committee observed that the statistical department at Brunel University could potentially assist with analysis, but it was noted that this would be complicated due to GDPR considerations.

Members enquired how the accuracy of data within Children’s Services was determined. The Committee was informed that weekly, monthly and statutory reports were regularly spot checked for accuracy by officers in Children’s Services. In terms of ad hoc reporting, officers relied on their colleagues in the Performance Team to ensure the accuracy of the data. Any anomalies would be discussed and ironed out between the two departments. Members heard that the data was processed at every level and made available to individual team members depending on their need. In response to their queries, Councillors were advised that it was difficult to assess how much time was spent on manually manipulating data. It was noted that some of the reports produced for Children’s Services were extremely complex in nature - changing them would be challenging as they had been built up over a number of years and included a number of different macros and formulas. It was confirmed that data was extracted by Business Objects and manipulated in Excel spreadsheets due to a lack of more up-to-date tools.

Kate Kelly-Talbot, Director of Service Delivery - Adult Social Work, addressed the Committee confirming that, in Adult Services, much of the reporting was statutory and a secure case management system was utilised to store data. Naveed’s team extracted the data and weekly, fortnightly and monthly reports were received on statutory operations. Bespoke dashboard style reports were also prepared for Adult Services. It was felt that all the required information was currently available to officers but not in an easily accessible format - there was a requirement to peruse several different reports in order to gain a thorough understanding. It was confirmed that dashboard brought some of this information together in a more user-friendly format, but this involved a lengthy manual exercise. Access to live data was limited hence data available to officers was at times somewhat out-of-date. Ad hoc reports on a particular issue were also prepared in collaboration with Naveed’s team as necessary.

In terms of data use, it was confirmed that a wide range of statutory returns were completed by Adult Services. Data was also used for benchmarking, to assist managers in managing their teams and, at Head of Service level, to allocate resources. It was reported that the team also needed to look at data across health and social care which was an additional challenge.

In response to their requests for clarification, Members heard that all the required data was available, but accessibility could be an issue. The data was used across the team to drive practice and performance. Learning events were held to consider timelines, resident satisfaction etc and the learning from those fed into services. The Committee was informed that, in terms of KPIs, the numbers were vast. Members enquired whether KPIs were analysed on the basis of individual members of staff / groups. It was confirmed that a range of management metrics were included in appraisals and

performance reviews. In terms of predictions, there were some patterns / trends in Adult Social Care which could be planned for, for example winter pressures and hospital discharges.

In response to further questions from the Committee, it was confirmed that Adult Services and Health and Social Care had some limited secure access to each other's data; this was a potential area of growth for the future. Members heard that reporting was regularly reviewed to ensure reports prepared / received were still relevant and of use.

Rod Smith, Head of Housing and Tenancy Management, addressed the Committee confirming that the Council's landlord service managed approximately 13,300 properties with a rent roll of about £64m a year and service charges of some £1.6m. The service dealt with the end-to-end management of tenancies and was regulated by the Social Housing Regulator hence statutory returns were a necessity.

Members were informed that data was used both operationally and strategically. Operationally, weekly and monthly automated reports were produced to support the delivery of KPIs and to assist in managing the workforce. It was vital that the income line was protected and supported. Members heard that, at the height of the pandemic, debts were increasing by some £100,000 per week. Weekly data sets were developed in collaboration with the performance team which enabled staff to target bandings of debt and high risk tenants and support tasks appropriately. Said data set was vital in supporting the stabilisation of the debt and recovery work thereafter.

In terms of empty property management, the Committee was advised that work had been undertaken with the Business Performance team to produce a visual representation of the end-to-end void process, thereby enabling officers to identify bottle necks and monitor performance / resource issues.

At strategic level, reporting was of a more bespoke nature and there was a reliance on Naveed's team to produce what was needed. An example of this related to Universal Credit implementation and roll out in the Borough. Bespoke reports had enabled the team to identify and track cases, manage debt and support tenants. Members heard that data extracts had also helped with regeneration schemes in the Hayes area.

Councillors were informed that the Landlord Service used the Business Performance Team primarily as a 'consultancy' service. The current focus was on regulatory compliance, data manipulation and modelling, benchmarking work, tenant feedback analysis, benchmarking against peers, aligning KPIs to the Regulator's expectations and constructive challenge from the consultancy service which was very helpful. It was reported that Naveed's Team was very knowledgeable, supportive and helpful but it was noted that the structure of the team was somewhat fragile with limited capacity. It was confirmed that ideally the Landlord Service would be able to offer a digital self-service approach rather than be over-reliant on Naveed and his colleagues.

In response to Members' questions, it was confirmed that the Landlord Service was well served in terms of data extraction as it only relied on two main systems – a Northgate database and a workflow system.

Members heard that Business Objects was the system used to extract information for large users of data such as Children's Social Care, Adult Social Care and Housing. There were a number of ongoing digital transformation programmes within the Council. The next step would be to bring in new tools and ways of working which was likely to

incur an additional expense.

In response to further requests for clarification, Councillors were advised that, to enable Hillingdon to compare itself with its peers, Housemark had been involved to ensure a consistent approach to benchmarking. The Council had also joined a benchmarking club for local authorities in London. The data was input into a portal and the output was interpreted by Naveed's team.

The Committee requested further information regarding gap analysis i.e. how data was used to identify the root causes of performance requiring improvement and how this information was used to address the issue. Members were advised that, in the case of the Landlord Service, gap analysis related to compliance with regulatory standards and was therefore more output based. The regulatory regime was in a state of flux, but the Service was being supported in realigning itself to meet the changing requirements of the regulator.

The Committee enquired whether it was possible to proactively plan for housing repairs such as the upgrade of boilers and re-wiring. Gary Penticost, Head of Repairs, Engineering, Planned Works and Facilities responded on this point advising the Committee that data was used to inform Planned Works programmes. Roof and boiler renewals were prioritised. The Team had access to extensive data regarding the age profiles of all the boiler stock. They knew the construction of all their properties and had EPC ratings of the vast majority of stock. Members heard that a bid had recently been submitted based on stock asset data for wave one of the Government's grant for funding solid wall construction. The key priority was to ensure the fabric of the building was properly insulated before considering heat pumps etc.

Members enquired whether some of the data that drove the major works programmes could be inaccurate given the changeover from Hillingdon Homes to Hillingdon Council. It was confirmed that there were some data issues. When inconsistencies were identified, surveys were undertaken and work programmes were prioritised accordingly.

Cathy Knubley, Head of Waste, addressed the Committee informing Members that, for her service area, data was backward looking, current and forward focussed with up to 2,035 current targets. Most targets were based in legislation under the Mayor of London's office or Defra (Department for Environment, Food and Rural Affairs). Much of the data came from outside the Council and was based on tonnages and waste room i.e. what was being collected, how much and what was being done with the waste. Members heard that the Head of Waste chaired the West London Waste Authority Partnership meeting on a fortnightly basis which was attended by Heads of Service from 6 boroughs – Hillingdon, Harrow, Hounslow, Brent, Richmond and Ealing. At these meetings, tonnages, trends, best practice and partnership projects were discussed. Members were advised that, each month, the team input data into the Defra waste data flow analysis which compared Hillingdon to all other Councils nationally in terms of recycling percentages. Regular inhouse data was received relating to complaints, compliments, missed collections etc. The Head of Waste also prepared a monthly report for the Cabinet Member which incorporated a lot of data and statistical information. MTFE was regularly analysed to ensure the department was on track for 2021/22 savings and KPIs were submitted to Naveed's team every quarter. Members heard that waste had a high presence on social media platforms which were analysed by the Comms team. The Waste Team had also been shortlisted for a national award based on the rolling out of a food waste project. In terms of new initiatives, carbon emissions were being monitored with a view to improving these. In cab technology was being rolled out which would provide useful real time data.

In terms of data reporting relevance, the Committee was advised that, when food waste collections were introduced, daily data on missed collections had been requested initially. This had subsequently been reduced to a weekly report and finally to a monthly report now that the food waste collection service had bedded in.

Members enquired whether there was any direct link between the data extracted and the dashboard. It was confirmed that, at present, data for the CMT balanced scorecard report was input manually into a spreadsheet on a quarterly basis. Members commented that, for HMRC, the plan was for all data to be directly linked from the original records. This approach was to be recommended as it would save time and eliminate the possibility of human error when inputting data manually. Officers acknowledged that, for the CMT report, the information would ideally be automatically populated from source data, but this was not a straightforward process.

Richard Dawson, Head of Community Safety and Enforcement, addressed the Committee confirming that the main source of the data used by the team related to antisocial behaviour. Members were informed that the team was in the process of moving to a new case management system as they did not currently have access to the level of data needed. It was confirmed that the team already had access to a real-time dashboard and strategic information on past performance; however, they were unable to view details of the journey of each case - which cases had yet to be allocated, which were being investigated, which were longstanding and going through a legal process etc. It was reported that the inability to access this level of data was holding the team back operationally.

In response to Members' requests for clarification it was confirmed that the Community Safety team was relatively self-sufficient; however, Business Performance had been useful in providing trend information. The team received about 12,000 jobs per year with the majority of high-volume jobs being received during the summer months particularly in relation to noise, rubbish accumulation etc.

In response to further questions from Members it was confirmed that some of the concerns relating to ASBET which had been raised in the internal audit had been linked to problems with the case management system. The Team was now using a different system, but this was not a case management system and further improvements were still required to improve the richness of the data and encompass every aspect of a case from start to finish. An improved case management system would resolve these challenges and provide managers with greater oversight. It was confirmed that the new case management system would go live at the end of the year and would provide all the required information – a bridging system was in use at present.

It was noted that, in their reports, both the Head of Waste and the Head of Community Safety and Enforcement had included information in relation to flytipping. In response to questions from the Committee, Members were advised that the data would be used differently by the two departments with a different focus – one set of figures for investigative purposes (Community Safety) and one set to analyse trends (Waste).

All Heads of Service were asked for further clarification regarding their upward reporting and engagement with Corporate Directors and the relevant Cabinet Member(s). It was confirmed that, for Children's Services, reporting of performance against KPIs was produced on a monthly basis. Performance against the MPFF was also reported and reviewed regularly. Members heard that Children's Services were held to account by two Cabinet Members on a quarterly basis. A bespoke report was

produced which set out the journey of the child, education data, SEND information etc and a quarterly meeting was held with Councillor Palmer, Councillor O'Brien, the Chief Executive and Corporate Directors.

In the case of Waste Services, it was confirmed that monthly meetings were held with the Director and the Cabinet Member. There was also high scrutiny in conjunction with the Financial Team to ensure MPFF targets were met.

The Head of Business Performance and Monitoring advised Councillors that the CMT report was important in the context of upward reporting. The Team worked closely with Directors to determine which indicators would be reported to CMT on a quarterly basis. There were some 97 indicators and these were RAG (Red, Amber, Green) depending on direction of travel. Subsequent reports would pick up changes and remedial action could be taken to address underperformance.

The Head of Business Performance and Monitoring addressed the Committee in response to questions previously posed by the Chairman regarding the CMT balanced scorecard. It was confirmed that:

- All Members of the Corporate Management Team (Directors) attended CMT meetings which were chaired by the Chief Executive;
- Prior to the meetings, Naveed and Alison Coote (Senior Business Analyst) liaised closely with the Heads of Service and Directors to pull the narrative together. The balanced scorecard was presented by the Head of Business Performance and Monitoring. Part of the presentation focussed on exception reporting in relation to indicators that were red – this set out the context and the story behind the figures, trends, what services were doing to remedy the matter and when it was hoped that the situation would improve;
- Data was presented to CMT within 3 or 4 weeks of quarter end;
- Measures were determined in conjunction with Directors on the basis of what was important for services e.g. pressures, links to MTFF, political priorities. These measures were reviewed annually. However, if something emerged mid-year, the balanced scorecard could be amended at that time – there was room for flexibility and it was not set in stone.

Members enquired how many of the Council's 700 services were represented in the quarterly CMT reports. It was confirmed that it was difficult to specify this; however, metrics were drawn from the full spectrum of key services – Finance, Building Services, Procurement, Recycling, Repairs etc. At the meetings, Directors were given an overview which triggered conversations often within a financial context. Naveed's Team would then do additional analysis and report back. In terms of annual reviews of metrics to be reported on, Members heard that this was determined by means of a collaborative exercise within CMT. The Chief Executive would also have a view on this. Members were advised that, at the quarterly meetings, the discussion regarding the dashboard would generally last approximately 45 minutes.

RESOLVED That:

- 1) **The Select Committee noted the information received from witnesses in relation to its Review of Performance Monitoring and Reporting in Hillingdon Council**

38. **REPAIRS AND MAINTENANCE** (*Agenda Item 6*)

Gary Penticost - Head of Repairs, Engineering, Planned Works and Facilities Management and Liam Bentley - Operations Manager – Corporate and Housing Repairs and Voids, presented the report.

The Committee heard that the Repairs Service had a Direct Labour Organisation of 44 trades operatives which dealt with about 40,000 repairs requests per year. These repairs ranged from roofing defects to drainage issues, fencing, plumbing, electrical defects etc. The service had been reviewed about 4 years previously and had made very good progress since then. Minor disability adaptations work and minor fabric remedial works associated with fire safety risk assessments were being turned around quickly and it had proved to be more cost effective to use Council operatives to perform this work.

It was noted that the Head of Repairs, Engineering, Planned Works and Facilities Management would be happy to come back to the Committee at a future date to report on other statutory compliance areas within his remit, such as gas servicing, asbestos removal, legionella etc. Members heard that monthly and quarterly reports were produced for the Service Director on these areas and issues addressed accordingly. The service also worked closely with Rod Smith particularly on gas servicing contracts where access could be an issue.

In terms of KPIs, it was confirmed that Liam Bentley presented monthly updates to Gary Penticost and Perry Scott. An example was set out at Appendix A of the report. A minor correction to a figure on page 28 of the agenda pack was noted – the total repairs figure for August 2021 should read 2770 rather than 2662. It was noted that, since 2019, the number of repair requests was increasing by approximately 3,000 jobs on average year on year. This was being monitored as there may be a need to expand the Service or subcontract work to meet demand. The output of operatives was also measured – on average 5 jobs were being carried out per operative per day.

In terms of benchmarking, the Committee was informed that the Service submitted data to HouseMark which collected data from all social landlords and provided a benchmarking standard. It was noted that Hillingdon compared well against other local authorities and the average days to complete repairs, first time fix and resident satisfaction data were all above benchmark. These figures were submitted to Naveed's team for incorporation in the monthly reporting to CMT.

With regards to complaints, compliments and resident satisfaction, Members were informed that the current service was generally perceived as very good. Compliments were being received (including for work completed by apprentices) and only 0.2% of jobs completed resulted in a complaint. The learning from these complaints and compliments was being built into working practices.

The Committee was informed that Legal Disrepair matters were coming to the fore and more enquiries were being received. These were being addressed. In terms of operative productivity, over 5 jobs per operative per day were being completed which was a good figure. Monthly Toolbox Talks were held which included safety talks and 4 local apprentices had been employed. It was hoped that these apprentices would stay in post and in time replace retiring operatives.

Members heard that Oneserve / Active Housing Integration Phase 2 had gone live on 30 June 2021. This meant that residents were able to book appointments for non-urgent repairs online. In terms of materials, on average £71 was spent per repair. A full stock management system was in operation and vehicle audits were carried out to

enable a first-time fix where possible and minimise disruption to tenants.

It was confirmed that two new voids contractors had been employed in 2021 but this had not worked out hence attempts were being made to mobilise additional resourcing.

Minor adaptations had been transferred to the Repairs Team in April 2020. This was going well and operatives were generally able to affect repairs quickly. It was reported that, overall, the team was performing very well.

In terms of data, particularly in relation to communal repairs, Members enquired how resident satisfaction was measured. It was confirmed that a follow up call was made once a repair had been completed to ascertain whether the resident was satisfied with the work. In terms of communal repairs, the reporter did not always leave a name and contact details, but a follow up call would be made whenever possible. Moreover, pre- and post-work photos were taken. Unfortunately, it was not possible to confirm what percentage of communal repairs were followed up on.

The Committee enquired whether the increase in the number of repairs could be attributed to a lack of maintenance. Members were informed that there had been a number of issues in relation to planned programming in the past but the backlog was being addressed. It was acknowledged that a lot of money had been spent a number of years ago on new kitchens etc but some of these things were now coming to the end of their useful life and needed replacing. Repairs' data was being used to inform planned programming. Members heard that a number of roofs had been replaced around the Borough and the Service was preparing for a number of significant programmes in the future. 250 kitchens, 250 bathrooms and 60 roofs were to be replaced in the current year and painting programmes were being prioritised for the following year. It was reported that programmes were to be ramped up over the next couple of years to address the backlog. It was acknowledged that approximately 20% of the Service's data was suspect – this was being assessed on an ongoing basis and attempts were being made to target replacements to the best benefit of all.

In response to Members' requests for clarification, it was confirmed that between 35,000 – 40,000 repairs were expected in the current year. Repairs requests had increased during the pandemic with people spending more time at home. It was hoped that the figure would not reach 40,000 as this would impact on budgets, resources etc. It was hoped that numbers would be reduced to approximately 33,000 at some point in the future.

Members enquired whether a Plan B was in place to address the challenges of a potential new wave of the pandemic. The Committee was advised that the Service was still operating under Plan A which included keeping the operative workforce split and trying to keep people apart as much as possible by working on a rota basis. Managers attempted to meet operatives outside when possible and some people were still working from home.

In response to questions from the Committee regarding standard repair times to measure operatives' productivity, it was explained that the Service operated a priority system – for an emergency the team would respond within 4 hours and for urgent cases they would respond within 24 hours. Normally about an hour was allocated per job but this was flexible. It was important to allow a reasonable amount of time per job to enable operatives to get from one job to another without the need to rush their work. Members enquired whether measures were in place to set out standard times in which different types of jobs were expected to be completed. It was confirmed that such

measures were in place. Operatives were targeted to the smaller jobs while larger jobs were subbed out to specialist support contractors.

Councillors requested further clarification regarding the 1800 jobs in the WIP (work in progress). It was reported that the WIP had increased during the pandemic but was now slowly decreasing – the aim would be to have approximately 1500 jobs in the WIP (2-3 weeks of work). Tenants were kept informed of progress.

The Committee enquired whether proactive repairs could reduce the number of repair jobs required. It was noted that this was being reviewed. Members heard that a large number of repairs were required on certain estates which were being regenerated. Others needed planned works which, once completed, would hopefully reduce demand. It was anticipated that there would be a decline in numbers of repairs over the next two years. Tenants would also be reminded of their responsibilities in respect of repairs. Members were informed that the Team comprised 44 operatives and a management team.

In response to further questions from the Committee, it was confirmed that communication with the resident was managed by the Contact Centre who set up an appointment at the first point of contact. It was sometimes necessary to amend this appointment due to resource issues. Tenants were reminded about appointments to assist in gaining access effectively.

RESOLVED That:

- 1) The Repairs and Maintenance report be noted.**

39. **FORWARD PLAN** (*Agenda Item 7*)

In respect of the Forward Plan and at the request of Members, it was agreed that Democratic Services would request the attendance of Kevin Byrne at the November 2021 Select Committee meeting to provide further information in relation to the item on the Forward Plan entitled Financial Assistance to Hillingdon's Local Voluntary Organisations. The Committee was informed that additional information in respect of an item on the Forward Plan could be requested but the Committee did not automatically have the right to have sight of a report prior to the Cabinet Meeting; this would depend on officers' capacity to prepare a draft report in time for the Select Committee and such a report would also need to be approved by the Cabinet Member. It was agreed that, on this occasion, Kevin Byrne would be requested to report on the basis of the previous year's information.

RESOLVED That:

- 1) Democratic Services request the attendance of Kevin Byrne at the November 2021 Select Committee meeting to provide further information in relation to the item on the Forward Plan entitled Financial Assistance to Hillingdon's Local Voluntary Organisations; and**
- 2) The Forward Plan be noted.**

40. **WORK PROGRAMME** (*Agenda Item 8*)

RESOLVED That:

	1) The Work Programme be noted.
	The meeting, which commenced at 7.30 pm, closed at 9.35 pm.

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

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Review: Performance Monitoring and Reporting in Hillingdon Council: Findings and Recommendations

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

HEADLINES

Having heard from a number of witnesses in relation to the Committee's review of Performance Monitoring and Reporting in Hillingdon Council, the Committee will now have an opportunity to discuss the findings of the review and consider possible recommendations.

To assist, some discussion areas for possible recommendations are proposed by the Select Committee Chairman.

RECOMMENDATION

That the Corporate, Finance and Property Select Committee discuss the findings of its review of Performance Monitoring and Reporting in Hillingdon Council and consider draft recommendations in relation to the review.

SUPPORTING INFORMATION

In previous witness sessions, Members of the Select Committee have heard from Naveed Mohammad, Head of Business Performance, and from representatives of key Council departments. The Committee is now requested to consider the findings of the review and discuss possible draft recommendations. The following discussion areas are proposed to consider framing recommendations around:

Discussion areas for possible recommendations

1. Encourage service heads/directors, in conjunction with respective Cabinet Members, to review the current use of data within their areas and how this is used downstream – either for reporting or to identify performance (issues);
2. Additional to the above, awareness to be raised about the varying target audiences, ensuring that outputs are presented in user-friendly manners;
3. Consideration to be given to whether Select Committees should be presented with regular performance updates of services within their remit/terms of reference (not necessarily just at meetings). This may sit with Cabinet Members;
4. Ensure that all teams/departments are aware of the services of the Business Performance team;

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5. Linked to the above, consider the possibility of upskilling from the Business Performance team to various departments to enable data/Management Information production within teams;
6. Consideration for the frequency of CMT Balanced Scorecard to be increased to monthly, from quarterly. Cabinet to also have input into the metrics presented to CMT via Balanced Scorecard to ensure that they are fit to measure overall Council performance and drive strategic decisions;
7. Procurement to look at whether there are appropriate external software/systems that could be implemented or integrated that would deliver tangible and cost effective benefits.

To assist Members, also attached is the initial scoping report, setting out the Committee's Terms of Reference and an extract of the relevant minutes pertaining to the review as background information.

Next steps

Following the Committee's consensus on any draft recommendations, Democratic Services will prepare a draft review report, based around these, for the Committee's consideration at its next meeting. This will ensure the Committee is on target to report to Cabinet in the early part of 2022.

CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

Performance Monitoring and Reporting in Hillingdon Council – Minutes from previous meetings

20/07/21	<p>REVIEW: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL</p> <p>Naveed Mohammed, Head of Business Performance and Insight, introduced the scoping report highlighting the Terms of Reference on page 10 of the agenda pack. It was proposed that the review would focus on 3 themes – ‘Where are we now?’ ‘What do we need to do better and how?’ and ‘Where do we want to be?’ In terms of future direction, Members were informed that discussions were already underway in relation to this and it was hoped that the Committee’s review would assist in shaping the future of data collection and reporting within the Council.</p> <p>Members noted the proposal for an external consultant from MD Key Intelligence to address the Committee at its second witness session in October. In response to questions from the Committee, it was confirmed that LBH had been working with said consultant for three months. MD had been briefed to review the existing arrangements within Adults’ and Children’s Social Care and to consider how the production and use of data could be improved.</p> <p>Although it was noted that Children’s / Adults’ Social Care were the most demanding areas in terms of regular and complex data, Committee Members commented that it would be useful if additional witnesses from Waste / ASB could attend the meeting in October to enable Members to hear from a wider range of officers across the Council, rather than focussing exclusively on Social Care and Housing. It was agreed that Democratic Services would liaise with Naveed Mohammed to arrange this.</p> <p>Members suggested that themes 2 and 3 could potentially be combined. It was also felt that it would be useful to gain a better understanding of ‘Why we are where we are and what has hindered the Council from going further to date?’ The Committee noted that there would be a need to ascertain who the target audience was and how data could best be provided to the senior management team. It was also important to consider ‘people’ when conducting the review with a focus on staff’s attitude to the importance of data and skills. In terms of the future, a phased approach would be required – ideally predictive analytics would be achievable in the longer term. Democratic Services would liaise with the Chairman to ensure these suggestions were encapsulated within the review.</p> <p>RESOLVED:</p> <ol style="list-style-type: none">1. That Democratic Services liaise with Naveed Mohammed to ensure that a wider variety of witnesses were invited to attend the October Committee meeting;
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	<p>2. That Democratic Services liaise with the Chairman to amend the scoping report to encapsulate the Committee’s suggestions; and</p> <p>3. That the review scoping report be noted.</p>
07/09/21	<p>REVIEW: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>

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.**

21/10/21

REVIEW: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL

Officers present were invited to set out how data was used within their departments and identify any gaps or possible areas for improvement.

Alex Coman, Director – Safeguarding, Partnerships and QA, addressed the Committee advising Members that, in Children's Services, there were a number of statutory duties in terms of performance, collection of the data and reporting at a national level. Data was used both to look at performance retrospectively and to predict future demand on services and resources. It was confirmed that Children's Services were one of the biggest users of data within the Council and the department received more than 20,000 contacts annually. There were statutory requirements to report the data nationally, share data locally and Pan-London and benchmark Hillingdon against other boroughs. Additionally, data was used for specific projects – for example to respond to particular pressures on the service.

In response to their requests for clarification, Members heard that a large amount of data was received by the Children's Services Department; however, this data was not in a user-friendly format and had to be manipulated manually. In terms of future projections, Children's Services worked with Naveed's team to look at trends. The Performance Team then manually produced predictive models on an ad hoc basis. Members heard that officers would like to be able to receive the data in a more user-friendly format – a number of options had been discussed with the Performance Team about various dashboard options etc. It was reported that it would be helpful if users could have control of the data themselves thereby negating the need to ask for manual ad hoc reports. It was confirmed that the Children's Services Team regularly received automatic reports which were very helpful; however, weekly reports were run on a Sunday therefore, as the week progressed, the data became increasingly out-of-date – access to 'live' data would be preferable. The Committee heard that other boroughs used dashboards effectively

to assist with their analysis. Naveed's Team did the best they could with the software available to them, but better software was available elsewhere.

Members commented that the 20,000 contacts received by the Children's Services Department annually seemed very high. It was confirmed that every single contact received via OneFrontDoor was recorded in the same system hence the high numbers. The Committee observed that the statistical department at Brunel University could potentially assist with analysis, but it was noted that this would be complicated due to GDPR considerations.

Members enquired how the accuracy of data within Children's Services was determined. The Committee was informed that weekly, monthly and statutory reports were regularly spot checked for accuracy by officers in Children's Services. In terms of ad hoc reporting, officers relied on their colleagues in the Performance Team to ensure the accuracy of the data. Any anomalies would be discussed and ironed out between the two departments. Members heard that the data was processed at every level and made available to individual team members depending on their need. In response to their queries, Councillors were advised that it was difficult to assess how much time was spent on manually manipulating data. It was noted that some of the reports produced for Children's Services were extremely complex in nature - changing them would be challenging as they had been built up over a number of years and included a number of different macros and formulas. It was confirmed that data was extracted by Business Objects and manipulated in Excel spreadsheets due to a lack of more up-to-date tools.

Kate Kelly-Talbot, Director of Service Delivery - Adult Social Work, addressed the Committee confirming that, in Adult Services, much of the reporting was statutory and a secure case management system was utilised to store data. Naveed's team extracted the data and weekly, fortnightly and monthly reports were received on statutory operations. Bespoke dashboard style reports were also prepared for Adult Services. It was felt that all the required information was currently available to officers but not in an easily accessible format - there was a requirement to peruse several different reports in order to gain a thorough understanding. It was confirmed that dashboard brought some of this information together in a more user-friendly format, but this involved a lengthy manual exercise. Access to live data was limited hence data available to officers was at times somewhat out-of-date. Ad hoc reports on a particular issue were also prepared in collaboration with Naveed's team as necessary.

In terms of data use, it was confirmed that a wide range of statutory returns were completed by Adult Services. Data was also used for benchmarking, to assist managers in managing their teams and, at Head of Service level, to allocate resources. It was reported that the team also needed to look at data across health and social care which was an additional challenge.

In response to their requests for clarification, Members heard that all the required data was available, but accessibility could be an issue. The data was used across the team to drive practice and performance. Learning events were held to consider timelines, resident satisfaction etc and the learning from those fed into services. The Committee was informed that, in terms of KPIs, the numbers were vast.

Members enquired whether KPIs were analysed on the basis of individual members of staff / groups. It was confirmed that a range of management metrics were included in appraisals and performance reviews. In terms of predictions, there were some patterns / trends in Adult Social Care which could be planned for, for example winter pressures and hospital discharges.

In response to further questions from the Committee, it was confirmed that Adult Services and Health and Social Care had some limited secure access to each other's data; this was a potential area of growth for the future. Members heard that reporting was regularly reviewed to ensure reports prepared / received were still relevant and of use.

Rod Smith, Head of Housing and Tenancy Management, addressed the Committee confirming that the Council's landlord service managed approximately 13,300 properties with a rent roll of about £64m a year and service charges of some £1.6m. The service dealt with the end-to-end management of tenancies and was regulated by the Social Housing Regulator hence statutory returns were a necessity.

Members were informed that data was used both operationally and strategically. Operationally, weekly and monthly automated reports were produced to support the delivery of KPIs and to assist in managing the workforce. It was vital that the income line was protected and supported. Members heard that, at the height of the pandemic, debts were increasing by some £100,000 per week. Weekly data sets were developed in collaboration with the performance team which enabled staff to target bandings of debt and high risk tenants and support tasks appropriately. Said data set was vital in supporting the stabilisation of the debt and recovery work thereafter.

In terms of empty property management, the Committee was advised that work had been undertaken with the Business Performance team to produce a visual representation of the end-to-end void process, thereby enabling officers to identify bottle necks and monitor performance / resource issues.

At strategic level, reporting was of a more bespoke nature and there was a reliance on Naveed's team to produce what was needed. An example of this related to Universal Credit implementation and roll out in the Borough. Bespoke reports had enabled the team to identify and track cases, manage debt and support tenants. Members heard that data extracts had also helped with regeneration schemes in the Hayes area.

Councillors were informed that the Landlord Service used the Business Performance Team primarily as a 'consultancy' service. The current focus was on regulatory compliance, data manipulation and modelling, benchmarking work, tenant feedback analysis, benchmarking against peers, aligning KPIs to the Regulator's expectations and constructive challenge from the consultancy service which was very helpful. It was reported that Naveed's Team was very knowledgeable, supportive and helpful but it was noted that the structure of the team was somewhat fragile with limited capacity. It was confirmed that ideally the Landlord Service would be able to offer a digital self-service approach rather than be over-reliant on Naveed and his colleagues.

In response to Members' questions, it was confirmed that the Landlord Service was well served in terms of data extraction as it only relied on two main systems – a Northgate database and a workflow system.

Members heard that Business Objects was the system used to extract information for large users of data such as Children's Social Care, Adult Social Care and Housing. There were a number of ongoing digital transformation programmes within the Council. The next step would be to bring in new tools and ways of working which was likely to incur an additional expense.

In response to further requests for clarification, Councillors were advised that, to enable Hillingdon to compare itself with its peers, Housemark had been involved to ensure a consistent approach to benchmarking. The Council had also joined a benchmarking club for local authorities in London. The data was input into a portal and the output was interpreted by Naveed's team.

The Committee requested further information regarding gap analysis i.e. how data was used to identify the root causes of performance requiring improvement and how this information was used to address the issue. Members were advised that, in the case of the Landlord Service, gap analysis related to compliance with regulatory standards and was therefore more output based. The regulatory regime was in a state of flux, but the Service was being supported in realigning itself to meet the changing requirements of the regulator.

The Committee enquired whether it was possible to proactively plan for housing repairs such as the upgrade of boilers and re-wiring. Gary Penticost, Head of Repairs, Engineering, Planned Works and Facilities responded on this point advising the Committee that data was used to inform Planned Works programmes. Roof and boiler renewals were prioritised. The Team had access to extensive data regarding the age profiles of all the boiler stock. They knew the construction of all their properties and had EPC ratings of the vast majority of stock. Members heard that a bid had recently been submitted based on stock asset data for wave one of the Government's grant for funding solid wall construction. The key priority was to ensure the fabric of the building was properly insulated before considering heat pumps etc.

Members enquired whether some of the data that drove the major works programmes could be inaccurate given the changeover from Hillingdon Homes to Hillingdon Council. It was confirmed that there were some data issues. When inconsistencies were identified, surveys were undertaken and work programmes were prioritised accordingly.

Cathy Knuble, Head of Waste, addressed the Committee informing Members that, for her service area, data was backward looking, current and forward focussed with up to 2,035 current targets. Most targets were based in legislation under the Mayor of London's office or Defra (Department for Environment, Food and Rural Affairs). Much of the data came from outside the Council and was based on tonnages and waste room i.e. what was being collected, how much and what was being done with the waste. Members heard that the Head of Waste chaired the West London Waste

Authority Partnership meeting on a fortnightly basis which was attended by Heads of Service from 6 boroughs – Hillingdon, Harrow, Hounslow, Brent, Richmond and Ealing. At these meetings, tonnages, trends, best practice and partnership projects were discussed. Members were advised that, each month, the team input data into the Defra waste data flow analysis which compared Hillingdon to all other Councils nationally in terms of recycling percentages. Regular inhouse data was received relating to complaints, compliments, missed collections etc. The Head of Waste also prepared a monthly report for the Cabinet Member which incorporated a lot of data and statistical information. MTFE was regularly analysed to ensure the department was on track for 2021/22 savings and KPIs were submitted to Naveed's team every quarter. Members heard that waste had a high presence on social media platforms which were analysed by the Comms team. The Waste Team had also been shortlisted for a national award based on the rolling out of a food waste project. In terms of new initiatives, carbon emissions were being monitored with a view to improving these. In cab technology was being rolled out which would provide useful real time data.

In terms of data reporting relevance, the Committee was advised that, when food waste collections were introduced, daily data on missed collections had been requested initially. This had subsequently been reduced to a weekly report and finally to a monthly report now that the food waste collection service had bedded in.

Members enquired whether there was any direct link between the data extracted and the dashboard. It was confirmed that, at present, data for the CMT balanced scorecard report was input manually into a spreadsheet on a quarterly basis. Members commented that, for HMRC, the plan was for all data to be directly linked from the original records. This approach was to be recommended as it would save time and eliminate the possibility of human error when inputting data manually. Officers acknowledged that, for the CMT report, the information would ideally be automatically populated from source data, but this was not a straightforward process.

Richard Dawson, Head of Community Safety and Enforcement, addressed the Committee confirming that the main source of the data used by the team related to antisocial behaviour. Members were informed that the team was in the process of moving to a new case management system as they did not currently have access to the level of data needed. It was confirmed that the team already had access to a real-time dashboard and strategic information on past performance; however, they were unable to view details of the journey of each case - which cases had yet to be allocated, which were being investigated, which were longstanding and going through a legal process etc. It was reported that the inability to access this level of data was holding the team back operationally.

In response to Members' requests for clarification it was confirmed that the Community Safety team was relatively self-sufficient; however, Business Performance had been useful in providing trend information. The team received about 12,000 jobs per year with the majority of high-volume jobs being received during the summer months particularly in relation to noise, rubbish accumulation etc.

In response to further questions from Members it was confirmed that some of the concerns relating to ASBET which had been raised in the internal audit had been linked to problems with the case management system. The Team was now using a different system, but this was not a case management system and further improvements were still required to improve the richness of the data and encompass every aspect of a case from start to finish. An improved case management system would resolve these challenges and provide managers with greater oversight. It was confirmed that the new case management system would go live at the end of the year and would provide all the required information – a bridging system was in use at present.

It was noted that, in their reports, both the Head of Waste and the Head of Community Safety and Enforcement had included information in relation to flytipping. In response to questions from the Committee, Members were advised that the data would be used differently by the two departments with a different focus – one set of figures for investigative purposes (Community Safety) and one set to analyse trends (Waste).

All Heads of Service were asked for further clarification regarding their upward reporting and engagement with Corporate Directors and the relevant Cabinet Member(s). It was confirmed that, for Children's Services, reporting of performance against KPIs was produced on a monthly basis. Performance against the MPFF was also reported and reviewed regularly. Members heard that Children's Services were held to account by two Cabinet Members on a quarterly basis. A bespoke report was produced which set out the journey of the child, education data, SEND information etc and a quarterly meeting was held with Councillor Palmer, Councillor O'Brien, the Chief Executive and Corporate Directors.

In the case of Waste Services, it was confirmed that monthly meetings were held with the Director and the Cabinet Member. There was also high scrutiny in conjunction with the Financial Team to ensure MPFF targets were met.

The Head of Business Performance and Monitoring advised Councillors that the CMT report was important in the context of upward reporting. The Team worked closely with Directors to determine which indicators would be reported to CMT on a quarterly basis. There were some 97 indicators and these were RAG (Red, Amber, Green) depending on direction of travel. Subsequent reports would pick up changes and remedial action could be taken to address underperformance.

The Head of Business Performance and Monitoring addressed the Committee in response to questions previously posed by the Chairman regarding the CMT balanced scorecard. It was confirmed that:

1. All Members of the Corporate Management Team (Directors) attended CMT meetings which were chaired by the Chief Executive;
2. Prior to the meetings, Naveed and Alison Coote (Senior Business Analyst) liaised closely with the Heads of Service and Directors to pull the narrative together. The balanced scorecard was presented by the Head of Business Performance and Monitoring. Part of the presentation focussed on exception

reporting in relation to indicators that were red – this set out the context and the story behind the figures, trends, what services were doing to remedy the matter and when it was hoped that the situation would improve;

3. Data was presented to CMT within 3 or 4 weeks of quarter end;
4. Measures were determined in conjunction with Directors on the basis of what was important for services e.g. pressures, links to MTFF, political priorities. These measures were reviewed annually. However, if something emerged mid-year, the balanced scorecard could be amended at that time – there was room for flexibility and it was not set in stone.

Members enquired how many of the Council's 700 services were represented in the quarterly CMT reports. It was confirmed that it was difficult to specify this; however, metrics were drawn from the full spectrum of key services – Finance, Building Services, Procurement, Recycling, Repairs etc. At the meetings, Directors were given an overview which triggered conversations often within a financial context. Naveed's Team would then do additional analysis and report back. In terms of annual reviews of metrics to be reported on, Members heard that this was determined by means of a collaborative exercise within CMT. The Chief Executive would also have a view on this. Members were advised that, at the quarterly meetings, the discussion regarding the dashboard would generally last approximately 45 minutes.

RESOLVED That:

1. **The Select Committee noted the information received from witnesses in relation to its Review of Performance Monitoring and Reporting in Hillingdon Council.**



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

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

1. OBJECTIVES

Aim of review

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

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

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

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

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

Terms of Reference

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

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

2. BACKGROUND

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

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

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

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

What is Tracked and Reported

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

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

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

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

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

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

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

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

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

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

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

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

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

Suggested areas identified for improvement.

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

Current data, best practice and research

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

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

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

Legislative / national context

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

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

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

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

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

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

Connected work

None.

Executive Responsibilities

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

3. EVIDENCE & ENQUIRY

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

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

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

Members may wish to suggest alternative /additional witnesses.

Initial Lines of Enquiry

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

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

Surveys, site-visits or other fact-finding events

None proposed at present.

Future information that may be required

To be confirmed.

4. REVIEW PLANNING & TIMETABLE

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

Proposed Witness Session Themes

- **"Where are we now and why?"**
- **"What do we need to do better and how? Where do we want to be?"**

The proposed timeframe & milestones for the review are:

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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Council Website Performance & Improvement

Committee name	Corporate, Finance & Property Select Committee
Officer reporting	Mike Talbot – Corporate Services
Papers with report	Appendices A and B
Ward	All

HEADLINES

The report provides an overview of the Council's website provision together with details of the ongoing development of the website platform and associated resident contact initiatives via the Council's Business Improvement Delivery (BID) transformation programme.

RECOMMENDATIONS:

That the Select Committee:

- 1. Notes the development work that has been completed on the Council's website; and**
- 2. Notes the ongoing improvements to the website and other resident contact technology currently being delivered through BID's Digital Transformation projects.**

SUPPORTING INFORMATION

The Council's Website Platform

One of the most striking aspects of the Council's website is that it is not a single entity or system, rather a network of different systems, portals, webforms and third-party applications. The website is built around a main 'front facing' platform, provided by Goss Interactive.

GOSS Interactive provides a hosted web platform and web forms, enabling staff to design, develop and integrate digital end to end services for the Council. The Council's website has been redesigned with a simple navigation to services and payments, making it easier to use on all 'smart' devices.

GOSS Interactive also provides a platform to host links to the planning website and many other third-party sites used by the Council and a platform for both the Council's legacy website and Horizon, the Council's Intranet site.

As part of the Digital Transformation project, the ICT team, in collaboration with the Contact Centre, the Corporate Communications team and GOSS Interactive, are utilising web forms, the web platform, modules and technologies, to continue to modernise and standardise the look and feel of the Council's website, transform its processes, reduce unnecessary complexity and improve the overall take-up and online experience for residents

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The GOSS Interactive platform also provides Content Management Service (CMS) capabilities, enabling case management and reporting functionality.

In addition to the GOSS Interactive system, there are over 35 other third-party applications and portals providing specialised services to residents and other visitors to the website. These systems range from the e-recruitment system used by the Council to systems used across Housing, Libraries and Parking, to name just a few (see Appendix A).

Providing Information and Enabling Activities

The Council's website serves two main purposes, it provides information to residents and it enables resident to transact with the Council, for example by making a payment, ordering recycling bags or reporting an incident. The quality of information provided on the website is ensured through a content management process while transactions are completed using the My Hillingdon Account or through third-party applications and portals.

Content Management

One challenge of content management is to ensure that links are regularly updated. This was a particular issue when we transitioned to the new website especially from archived web pages or where external third-party providers made changes without informing the web team. We have introduced GOSS functionality which alerts the web team to any changed or broken links so these can now be maintained effectively.

One objective when implementing the new website was to simplify the content and improve navigation. To date, as part of the web relaunch project, our web team have reviewed more than 3,000 web pages and removed 2,224 obsolete pages. There are approximately 316 content pages which still need to be reviewed.

My Hillingdon Account

In June the Council introduced the new My Hillingdon Account, allowing residents to complete many transactions through a new online account. This involved transitioning services from a legacy 'self-service' account provided by Sector UK Ltd. and from the Onyx system to GOSS Interactive.

The benefit of this change is that residents are now able to open new cases in real time, receive progress updates and add additional information to an ongoing case as appropriate. The system is far more intuitive and user-friendly. While it is beneficial for residents to raise cases through the My Hillingdon Account, they can alternatively choose to report issues outside of an account and even anonymously.

The launch of My Hillingdon Account was well-publicised together with the required information allowing residents to create a new My Hillingdon Account, given the old system became defunct. Any resident attempting to log in to the old system was redirected to a new 'create an account' page in GOSS Interactive.

Since the 16 June 2021 39,057 users have registered a new My Hillingdon Account, equivalent to 40% of the residential properties within the Borough. Since this date 46,533 incidents have been recorded through a My Hillingdon Account, 77% of which have been directly raised by residents online, significantly reducing the need for the contact centre to record incidents. In addition, My Hillingdon Account enables assisted digital support for those residents who require telephone assistance to complete a request.

There are currently 211 separate self-service 'report it' functions and over 300 online forms providing residents with 24/7 service.

BID Digital Programme - Ongoing Development of the Website

The website is a key tool in engaging with residents to both enable self-service and positively manage demand, not only for transactional activity but also to provide information and advice, for which we currently receive a high volume of calls in the contact centre for a range of services.

BID projects are taking an end-to-end pathway approach to redesigning customer journeys in order to inform what information is required on-line for residents to fulfil their enquiry at the first point of contact, ideally utilising the web.

A good example of this is a review of the booking repairs pathway. From an analysis of the contact centre call data, we know a large number of tenants call about a repair that they are responsible for. Understanding this has helped us redesign the webpages so this information is much more visible and designed to inform tenants of what we do versus what they are responsible for, then if required lead them into the online booking procedure that works directly with the back office systems. The overall aim is to reduce the need for tenants to ring the Council (at the time of drafting this report the webpages were undergoing their final review before go-live).

As part of the BID Waste Accelerator project, we are developing a "chat bot" for the website that will help respond to general waste queries quickly. So instead of a resident needing to find the right page for the question they have they will be able to use the chat bot, by typing in their request, e.g. "what can I recycle?" The chatbot will use the relevant information on the web to present the right answer to the resident immediately, with a link to the correct webpage for more information. Feedback from the soft launch of this tool through the BID Experience Accelerator project will inform further development of this concept for a wider range of query types.

As part of the Housing Pathway redesign work, we are also improving pathways for key queries such as "pay my rent" to make them more intuitive and relevant based on feedback gathered from tenants.

Alongside improving the take up of self-service options, we are also improving the business processes that sit behind the website to reduce handoffs between teams and streamline the processing of resident requests. Initial examples of this include the use of portals in social care that take referrals from professionals which are taken straight into the back office system for processing by the relevant professional, without the need to re-key information from system to system. We are also implementing a new portal to streamline the ASBET referral process and make communication and engagement with residents electronically much more streamlined and effective. This will enable the Council to communicate more proactively with residents on these

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issues and remove the need for residents to chase for progress updates. This system will be live early in 2022.

Streamlining processes also means reducing the use of emails for residents to contact the Council. We are working our way through the website, removing generic email addresses where possible. Where this cannot be done, we will create webforms so the resident can complete the enquiry with the information and advice online ensuring that we have all the right information to respond to the enquiry without having to go backwards and forwards to gain a complete picture.

Ongoing Challenges

The requirement to use third-party systems and portals is potentially the greatest challenge we have to website performance. While we aim to provide a seamless online experience for our residents these third-party applications, by their very nature, can require additional sign-in information or behave in different ways to the websites main GOSS Interactive webpages.

While a complete end-to-end pathway review of services provides the best solution to determining what information and online tools are best deployed, this can be a relatively time-consuming process given the large range of services the Council offers.

System Stability and Performance

Our ICT team report that the GOSS system is stable and easily meets the minimum 99.9% availability requirement outlined in the provider's contract. Where there have been some resident complaints about the speed of the website, this has mainly been an issue with the users' own browser settings, rather than with the Council's platform.

Implications on related Council policies

None at this stage.

How this report benefits Hillingdon residents

This report shares the progress made in respect of improvements to the Council's website to the benefit of local residents.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

Nil.

Appendix A: Services with 3rd Party Microsite or Portal Usage

Website / Microsite
My Hillingdon
Adult Learning / Training Courses
Adult Social Care
Benefits (Universal Credit)
Benefits + Council Tax Self-Service
Benefits Calculator
Blue Badges
Bunker
Business Rates
Contract Finder
Council and Democracy
Council Tenders
Families Information Directory
Freedom Passes
Hillingdon Air
Homelessness
Housing Register
Housing Repairs
Housing Tenancy Account
Jobs
Landlord Payments
Leisure Centres
Libraries
Libraries (e-books)
Licence Register
Manor Farm - Venue Availability
Music Hub
Online Payments
Parking Permits (renewal)
Parking Tickets (PCN) self-service
Planning + Building Control - Local and National
Provider Portal
Registrars
School Admissions
SEND Local offer
Supplier incentive program
Theatres

Appendix B: Ongoing GOSS Interactive Development and Improvements

Service
Contractor Portal
Planning
Building Control
Schools & Admissions
Registrars
Electoral Services
Housing Repairs
Housing Needs & Reception
Housing Tenancy
Hillingdon Social Care Direct
Members Enquiries, Complaints, FOIs & SARs
Parking
Blue Badges
Brown Badges
Freedom Passes

How The Council Helps Local Small Businesses

Committee name	Corporate, Finance & Property Select Committee
Officer reporting	Matthew Kelly – Head of Procurement & Commissioning
Papers with report	None
Ward	All

HEADLINES

There is a growing desire for Local Authorities to play a more active role in the communities in which they operate. This is increasingly the case for Procurement Teams where procurement is seen as a policy lever to deliver national and local strategies. Traditionally, procurement has been seen as a way in which to offer commercial and value for money assurance, playing a key role in managing risks including GDPR, H&S, Modern Slavery etc.

Increasingly the work around assurance is being supplemented by a more proactive approach in contributing to a broader social value offering including community wealth building, levelling up, net carbon zero, job creation, skills & training etc.

This paper focuses attention on the work already undertaken and the opportunities that exist going forward for Hillingdon Procurement Team to support local businesses. Within the confines of the law and the challenges set out below, the Procurement team want to do as much as they can to support the local business agenda.

RECOMMENDATIONS:

That the Select Committee notes the contents of the report.

1 - SUPPORTING INFORMATION

Context

The legal requirement for Procurement to support local business is not explicit and only exists to the extent that it is set out in the Social Value Act 2012. The legislation requires that public bodies are required to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

More recently the National Procurement Policy Statement (2021) sets out national priority outcomes for social value. It places emphasis on creating new businesses, new jobs and new skills; tackling climate change and reducing waste, and improving supplier diversity, innovation and resilience.

Whilst there are no direct legal requirements to support local business, the message is clear that a wider perspective of value needs to be considered in the procurement of our goods, works and

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services. Historically, the Council took a more focussed view of value for money based on direct costs and market dynamics. The present Administration have shown a keen interest in expanding that perspective where it can be demonstrated to deliver some of the following benefits:

- Support the recovery from Covid and stimulate prosperity in local areas through the direct or indirect investment in jobs, training, plant, community etc.
- Relieve pressure on other Council services as employment grows and wealth increases in Borough.
- Reduce commercial property voids contributing to a nicer area and promoting business rate growth.
- Support net carbon zero ambitions by reducing travelling time from out of Borough providers and contractors commuting into Hillingdon.
- Encourage successful businesses to tender for work outside of the Borough and further promote success of Hillingdon business.

Risks & Challenges

Whilst the benefits of increased engagement and support of local businesses are clear, they do not come without some risks:

- If all other boroughs take a similar approach to Hillingdon, it will reduce the opportunity for Hillingdon business to win contracts with other local authorities.
- The make-up of SME's in the Borough is not guaranteed to offer the range or number of companies that are required to meet our requirements or to provide sufficient competition. By targeting local businesses, we may also miss opportunities for innovation and value added that exist in the wider marketplace.
- Increased risk of fraud or poor practice due to the potentially close relationships that might develop with friends and family of Hillingdon employees.
- Whilst there is an aspiration to work with small businesses, there needs to be a pragmatic approach as to how feasible that is. Whilst it depends on the specific requirement, some micro business (those with 10 or less employees) will be too small to support Hillingdon without significant moderations to the packaging, tendering or contract management process.
- There are different interpretations of what defines a 'local business' but agreeing the definition is central to our approach. Is it one that has its registered office in Hillingdon? Or one that has an operational office in the Borough? Is it an SME or does it include large businesses? Or can it just be where the majority of staff, employed on the contract, live in

the Borough? Or a company with its offices and operations just the other side of a Hillingdon boundary?

For the purposes of progressing the issue in the short term we will use the definition from Procurement Policy Note (PPN 11/20) which is: *“Having a registered office, factory or other permanent base in that location from which meaningful business operations have been conducted for at least 12 months.”*

Success Stories

Hillingdon engage every day with local businesses and the following is a list of some of the success stories:

- RMT Tyres, West Drayton – Fleet tyres install and maintenance c.£125k
- Drayton Fencing, Hillingdon – Fence installation and repair across the Borough c.£400k pa
- The School Renovation Company, Eastcote - Design & Construction of the Trim Trail at Barra Hall, £94k
- Beam Construction, Longford – Various construction and maintenance related contracts c.£340k
- Xerox, Uxbridge – Civic Centre printing devices - £120k pa
- Charman Environmental, West Drayton – Specialist cleaning services - £300k pa
- APCOA Parking Services, Uxbridge - £1.9m pa
- Carers Trust Hillingdon - Carer Support Services - £656K pa

Further reporting by postcode is currently being developed to build longer term metrics on spend with suppliers by postcode.

2 – HOW ARE WE SUPPORTING THE MOVE TO INCREASED ENGAGEMENT?

Updated tender documents / procurement portal

LBH is bound by Public Contract Regulations and a requirement to manage commercial and legal risks on behalf of the Council. These require us to go through a specific process in our tenders and ask questions that some may see as excessive. We have recently reviewed our tender documents with external legal support to simplify and remove duplication where possible. This will benefit all businesses and, in a world of supply chain challenges, support Hillingdon in being a client of choice.

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A review of tenders below £189k (the statutory tender level) is currently underway with a view to developing a risk-based approach to document selection. This will allow the tender and quotation process for lower value, lower risk requirements to be tailored in a way that will level the playing field for SME's.

Way in which we package our requirements and ask tender questions

Where we have a requirement that officers believe could be met by local businesses, it is important that we take steps at the pre-tender phase to support that to happen through the development of our specifications, tender documents and the way in which we package our requirements. This will help level the playing field with those larger businesses and those who are more proficient at responding to local authority contract opportunities.

For example, if we know that there are smaller providers in the Borough for roofing works, then we need to reduce the size of requirements down to a level which will be achievable for them but viable for Hillingdon. Equally, we need to be careful in our selection of questions. Larger providers are adept at answering the plethora of questions that get asked from Social Value to Equality to GDPR. Without specialist bid teams, smaller local providers are not as proficient and whilst they can 'do the job' they may fall down in these specific areas.

This remains a balancing act for officers as there is an expectation that a level of due diligence of LBH supply base is undertaken. There is also a value for money risk that comes with disaggregating requirements too far.

Actively identifying and seeking out local suppliers including a one bid local policy

Procurement officers operate a one bid local policy which means that officers are actively seeking bids from local suppliers in all tenders and quotations. This is not possible in all circumstances (e.g. IT, specialist construction etc) but does provide opportunity for local businesses and encourages engagement by the Procurement team.

Whilst this does not automatically translate into more local contract awards, it provides opportunity and increases engagement.

It should also be noted that given the geographic make up of Hillingdon and the heavy prominence of Heathrow in the south of the Borough, businesses have a strong trading focus on aviation. This means that many of the other services that the Council wants to procure (property maintenance, facilities, social care etc) are not always well represented.

Local business support consultancy

Not all businesses are able or willing to bid for Council contracts. Some lack the interest or are already operating at full capacity. However, others may be genuinely interested but lack the skills, knowledge, capacity etc that is required to bid for Council contracts. There has been some engagement with the Local Chamber of Commerce to progress the agenda, but this has not resulted in any tangible outcomes to date. The Council is exploring options with a business advisory consultancy – Branduin, that could potentially be used to support local businesses.

The typical programme that they run is multiphase over a period of 9-12 months and begins with a capability assessment (including individual feedback) for any local business which wants to participate in the programme. It includes training sessions (bidding skills and sales enablement) and 40-60 businesses with high potential are then targeted for 1-2-1 coaching sessions to support their development. There is also the potential, subject to feedback and demand, to run a 'meet the buyers' event.

Hillingdon have recently engaged Branduin to undertake a Supply Chain Programme, supported by Segro and Barratt Homes to submit tenders and win live contracts with Volker Fitzpatrick at Segro Hayes Park Development (the former Nestle site).

A proposal will be put forward for consideration by Cabinet Member(s) when complete.

Developing the local market and suppliers

Given the business demographics in the Borough and the prominence of the aviation sector, Procurement officers are also trying to develop local providers.

One example is in relation to our requirements for Occupational Therapists (OT's). The services are primarily outsourced at a contract cost of c.£600k pa. Like many business sectors currently recruiting sufficiently qualified staff is challenging and impacts on operational delivery.

Procurement Officers have identified that Brunel University has an OT course and have been engaging with them to create a pathway for new graduates to work with our contracted suppliers or establish if there is any interest in a new enterprise that might begin to deliver a service for the Council. These conversations are currently continuing but is the sort of innovation with local partners procurement want to encourage.

Reserving contracts

In a Procurement Policy Note last year (PPN 11/20) the Government provided the opportunity for Contracting Authorities to reserve below value threshold contracts for local businesses and / or SME's. However, there has been some debate externally over the legality of this as it contradicts the Local Government Act 1988 which contains a clause to prevent the development of internal markets.

A couple of tenders had been earmarked as a good opportunity to reserve for local contractors – one for Phase 8 of the Kitchen and Bathroom replacement programme and one for home buyer surveys. These are currently on hold pending an internal review of risk.

3 – NEXT STEPS

Over the coming months, there will be a continued operational, tactical and strategic drive to further develop our support for local businesses including:

- Continuation of current approach - Officers will continue with the activities noted above, developing and flexing to meet the specific and unique requirements of each tender.

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- Promotion and comms - We need to be more active in engaging local businesses, using media channels such as LinkedIn and Hillingdon people. There is also a requirement to promote internally so officers are aware of the impact of their specifications and lot size on our ability to engage locally.
- Update Procurement pages on the Council website – This will need to contain information for all businesses but specifically our ambitions to engage with local business and how they can bid for contracts.
- Customer of choice - Continuing to make ourselves an attractive proposition for suppliers so that business wants to work with LBH and we understand what is preventing local suppliers from participating or winning Council contracts.
- Broader perspective of Social Value - Align our work on support for local businesses with other priority areas such as skills, innovation and net carbon zero.

Implications on related Council policies

None at this stage.

How this report benefits Hillingdon residents

The benefits of engagement with local SME's are noted at the start of the report. This report seeks to share the progress made and opportunities to progress. Input from Councillors based on their experience and discussion with residents and / or business owners is welcome.

Financial Implications

None at this stage.

Legal Implications

Hillingdon needs to remain within the law with regards to its engagement of local businesses and ensure continued compliance with the Public Contract Regulations.

BACKGROUND PAPERS

None.

UPDATE ON THE CORE VOLUNTARY SECTOR GRANTS

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Kevin Byrne, Head of Health Integration and Voluntary Sector Liaison
Papers with report	Appendix attached – Cabinet report 10 December 2020
Ward	N/A

HEADLINES

To receive an update on the Council's Core Voluntary Sector Grants.

RECOMMENDATION

That the Corporate, Finance and Property Select Committee notes the update on the Core Voluntary Sector Grants.

SUPPORTING INFORMATION

At a previous meeting of the Select Committee as part of its monitoring the Forward Plan, it was requested that the Committee would receive an update on the Core Voluntary Sector Grants at a subsequent meeting.

The upcoming 2022/23 voluntary sector grants report is scheduled to be presented to Cabinet on 15 December 2021 and given timings it will not be available to the Committee to consider at this November meeting. However, Kevin Byrne, the Head of Health Integration and Voluntary Sector Liaison will attend to provide an update to the Committee and answer Members' questions.

As background, the 10 December 2020 (previous year's 2021/22 voluntary sector grants report) is attached for reference, with its detailed appendices available below as Background Papers.

The Committee should note that there will be a further opportunity to consider the latest, upcoming 2022/23 Core Voluntary Sector Grants report at its meeting in January 2022.

BACKGROUND PAPERS

The detailed appendices of the 10 December 2020 Cabinet report are available upon request or using the hyperlinks here:

- [Appendix B - Assessment of Core Grant applications 2021/22](#)
- [Appendix C - Transport Grant recommendations 2021/22](#)

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GRANTS TO HILLINGDON'S LOCAL VOLUNTARY ORGANISATIONS - 2021/22 FINANCIAL YEAR

Cabinet Member	Councillor Douglas Mills
Cabinet Portfolio	Community, Commerce and Regeneration
Officer Contact	Kevin Byrne - Residents Services
Papers with report	<ul style="list-style-type: none"> • Appendix A - Voluntary Sector Core Grant Recommendations 2021/22 • Appendix B - Assessment of Core Grant applications 2021/22 • Appendix C - Transport grant recommendations 2021/22

HEADLINES

Summary	<p>Cabinet is asked to agree:</p> <ul style="list-style-type: none"> • The Council's Voluntary Sector core funding Grants for 2021/22; • The Council's funding grants for Transport 2021/22; • The Council's contribution to the London Councils Grants scheme 2021/22.
Putting our Residents First	<p>This report contributes to the following Council objectives: <i>Our People; Our Natural Environment; Financial Management.</i></p> <p>The grants budget is used to support a range of Voluntary Sector activity, which supports the Council in achieving its priorities and objectives.</p> <p>The Transport grant is used to facilitate the transport needs of members of a number of small voluntary organisations.</p> <p>The London boroughs grant scheme supports pan-London organisations under its priorities of tackling sexual and domestic abuse and combatting homelessness.</p>
Financial Cost	<p>The report proposes:</p> <p>i) up to £1,948,805 core funding grants for the 2021/22 financial year.</p> <p>ii) confirms funding of up to £169,700 to support the provision of Dining Centres for 2021/22.</p>

	<p>iii) the allocation of £46,675 for the provision of Transport for 2021/22.</p> <p>iv) a contribution to the London Councils Grant scheme for 2021/22 of £228,326.</p>
<p>Relevant Policy Overview Committee</p>	<p>Corporate Services, Commerce & Communities</p>
<p>Ward(s) affected</p>	<p>All.</p>

RECOMMENDATIONS

That the Cabinet agrees:

1. **The overall allocation of grants to Voluntary Sector of up to £1,948,805 for the provision of core grant funding for the 2021/22 financial year with specific awards as set out in the schedule - Appendix A.**
2. **Notes its previous decision (13 December 2018) to award dining centre grants to Voluntary Sector of up to £169,700 for the provision of dining centres for three years: 2019/20, 2020/21 to 2021/22 with specific awards as set out in the paper.**
3. **Grants totalling £46,675 to organisations to enable the provision of transport as set out in Appendix C.**
4. **The Council's contribution of £228,326 to the London Councils' Grants scheme for 2021/22 (subject to London Council's Leader's Committee meeting on 8th December 2020).**

Reasons for recommendation

1. Hillingdon Council has been a proud supporter of the Borough's voluntary sector for many years. The core grant programme ensures that Hillingdon has a vibrant and thriving voluntary sector providing support, guidance and services for local residents.
2. The Council seeks to maximise the benefits from investment in the Borough's voluntary sector to encourage activity that supports residents, reduces demand on Council services and provides value for money.
3. The ongoing commitment of significant financial support to the Borough's voluntary sector has served to sustain a wide range of voluntary sector activity. The certainty of core funding provides a platform for many groups to expand activity, diversify to meet new demands, to pursue new initiatives and to bid for additional external funding.

4. The provision of dining centre grants and transport grants ensures funding directly benefits priority groups (the elderly and the disabled) and enables, often smaller groups, to provide valuable front-line support for residents.

Alternative options considered / risk management

5. The Cabinet has the following alternative options:
 - Agree the recommendations subject to any changes the Cabinet wishes to make or;
 - Reject one or more of the recommendations.
6. In respect of the Council's contribution to the London Council's Grant Scheme, the Council has the option of not approving its contribution. For the overall London grants scheme to be approved, however, at least two thirds of the 32 London Boroughs plus the City of London must approve their individual budget contribution. If there is no agreement, under the legislation governing the grants scheme, the overall level of expenditure for the Grants Committee reverts back to the previous year's budget, for which the contribution from Hillingdon in 2020/21, was £228,172

Comments of Policy Overview Committee

7. As part of the consultation on the Cabinet's budget proposals, the Corporate Services, Commerce & Communities Policy Overview Committee will meet in January 2021 to consider them. This includes the financial support to the voluntary sector outlined in this report. Any comments agreed by the Committee will be presented to Cabinet in February 2021.

SUPPORTING INFORMATION

Supporting Information

8. The voluntary sector core grants budget is unique in offering core funding to organisations that are key partners and provide services that contribute to the Council's priorities and support the wellbeing of residents. Recipients with stable core support are often able to attract additional income either via other funders or by securing contracts. Outline details of the funding secured by each organisation is contained in the assessment of applications at Appendix B.

Current funding climate

9. The environment for voluntary and community groups continues to be challenging. Groups are reporting:
 - That Covid –19 has had a direct impact on the voluntary groups supported and the wider sector. Demand has increased significantly for services that promote mental health and wellbeing, support victims of domestic abuse and those which offer food donations and reduce social isolation.

- Groups have responded to Covid-19 restrictions and adjusted to serve residents where they can, moving to online virtual support and meeting changing needs. Many have lost income through reduced fees, charges and donations, others have seen reduced activity from volunteers.
- The Council has been flexible and supportive of groups during this time. It was agreed early on in the lockdown process that groups could operate flexibly to respond to needs and that there would be no direct clawback of grant should their plans, as set out in applications, prove difficult to deliver. Groups were invited to set out how they had responded to the current crisis in their 2021/22 applications and reflect how they have adapted.
- Some smaller groups, who rely more on volunteers to deliver and for their governance would welcome support to adjust to new ways of working and to transform their operations, so that they can continue to meet their aims. Some are perhaps faced with buildings that may now be empty but attract cost. These groups will often need a fundamental review as to how they should continue.
- The core grants programme attracted considerable interest this year with six new applications but several more groups who would like support but are not yet ready to meet the requirements for core grants. Officers remain in contact with groups and have signposted them to support and offered guidance where we can.

10. The anticipated closure of Hillingdon Community Trust (HCT) whose last grant round was December 2019 and had invested over £1m a year into Hillingdon's voluntary sector for over fifteen years, means that the need to be innovative, to share resources and to reduce costs is more important now than ever. More positively, groups have responded well to new opportunities presented via the London Community Response Fund, with several able to benefit from additional grants made available over the Covid-19 crisis period.

2021/22 Recommendations

11. All groups have been assessed to ensure that they remain viable and sustainable and that their proposals, especially in light of the Covid-19 crisis, are realistic and achievable. An analysis of each application, together with financial comments is attached at Appendix B.
12. Most of the recommendations on the level of funding to be offered to organisations are consistent with those offered for the 2020/21 financial year or are based on what groups have applied for, based on underspend during the current year. There are, however, several exceptions and recommendations concerning those, and the six new applications, are highlighted below.
13. Where applicable, in the individual assessment of applications in appendix B, reference is made to issues that organisations are asked to address in respect of the funding offered.

New Applications

14. The Council has received 6 new applications from organisations: AgeUK/Harlington Hospice/H4All, Arts for Life, Harrow Mencap, Hillingdon Somali Women's Group, SEND Family Support, and Qoys Daryeel Family Care. A detailed assessment of the applications is included in Appendix B and summarised below.
15. **AgeUK/Harlington Hospice/H4All, Capacity building** - H4All has proposed that they close two current projects which, whilst effective, have struggled to produce strong value for money, largely due to the difficulty in being able to recruit and maintain the levels of volunteers required. Those projects are the dementia befriending project led by Age UK and the community cancer project by Harlington Hospice. Both have their origins in projects set up by other providers and H4All charities were asked to manage their transition and review viability. The service users will be supported by wider H4All services. The proposal is that, from the savings (£30k and £20k respectively), £40k be used to develop a capacity and capability building role at H4All to enable it to support the wider voluntary sector. The project will help smaller groups who are struggling through the Covid-19 crisis (as described in paragraph 9 above) to develop their finance strategies, broker opportunities for volunteers and to "reengineer" activities to reflect Covid-19 requirements. We also know that further rounds of the London Community Response Fund will be available and that smaller groups will need help in putting together strong bids. Left unsupported smaller more specialised community groups will struggle and some will close. Given the strong and present need and noting the proposed saving to be made from rationalising existing projects, officers recommend that this application for £40k to establish a capacity support function for the voluntary sector is supported.
16. **Arts for Life** - The Arts for Life project is a relatively new charity registered in 2019 but operating for about 4 years. It supports young people and their families struggling with their emotional health and wellbeing. Their work is delivered through the therapeutic value of creative arts. The approach is holistic and individual and supports young people and their families to find meaning and purpose through activities and events within their local community that address their mental and physical needs. They offer inclusive weekly, day and after school programmes for young people, inclusive holiday activities, individual therapeutic interventions etc (see appendix B). The service was created to address young people's declining mental health resulting from disability, deprivation and family circumstances. The young people present a range of challenges including social, emotional and communication developmental delay, challenging behaviour, emotional retraction, self-harm, school exclusion or non-attendance, obsessive compulsive tendencies, along with the diagnosed differences including ASD, Asperger's, ADHD, Dyslexia and General Anxiety Disorder. Referrals are made to the group via front line professionals such as SENCOs. Growth within the organisation is needed to meet the increasing demand and to continue to deliver interventions that support early intervention. It is, therefore, recommended a grant award of £10k be provided with the

expectation that over 800 local young people will benefit through therapeutic arts support.

- 17. Harrow Mencap.** Harrow Mencap has requested £55k towards their existing Connecting Communities project to enable it to expand and support a further 500 people in Hillingdon. They will look to establish 25 structured, small community/neighbourhood groups of 20 participants each. Each group will establish their own plan of activities with the support of staff. Activities may range from arranging lunches, days out, healthy walks, quizzes, music concerts, speakers, coffee mornings, holidays away, and on – line activities. It will enable a minimum of 500 people to come together, reducing isolation and loneliness, and to create new and lasting friendships through participating in different community activities. The application demonstrates Harrow Mencap’s knowledge and understanding of the client groups and their enthusiasm to deliver. The group does, however, hold substantial financial reserves and the need for core grant in addition is not compelling. Some of the activities proposed may be able to attract participation fees perhaps from individual personal budgets and could be self-sustaining. Potential for income has not been explained. Whilst the project has a good chance of success and would clearly benefit participants it does not, overall, offer good value for money at £55k. A reduced grant of £10k is therefore recommended.
- 18. Hillingdon Somali Women’s Group** is a well-established group which supports Somali women who are often isolated and can face many difficulties. The group seeks to integrate the women into mainstream services where appropriate and aid them in accessing help, by increasing their skills for work and education, providing benefits advice and support, physical and mental health support, translation services and parenting skills support. They require help to continue to supply these services and to assist them with bringing in more external funds to support the work they do. It is, therefore, recommended they receive a core grant of £10k for 2021/22.
- 19. SEND Family Support.** SEND family support is a new organisation started in 2019 and designed to help support families caring for children and young adults with Special Educational Needs and Disabilities (SEND). Prior to the pandemic the group was meeting regularly and had started to foster the relationships needed to achieve its aims. During lockdown they moved very quickly to virtual support groups and telephone support where virtual contact was not possible. They have remained consistent in their presence and are working with other voluntary groups to ensure that there is no duplication in services offered. Their application demonstrates significant progress since they started in 2019 by changing their services in line with clients need. An example of this was setting up single gender groups as they noted the challenges faced by mums and dads could be different and a safe space was needed for exploration. They are still a new group and a grant of £10k is recommended to support them to lever in additional funds to build upon what they can offer.
- 20. Qoys Daryeel Family Care.** This charity runs parenting courses in Somali language over 13 weeks for 3 hours each week at 2 centres. New services planned include: physical exercises for elderly women, English Language Courses and workshops in sexual and Mental health awareness. This group is

embedded within the community, and they have worked to build the relationships and trust needed to deliver the parenting courses. The application was not, however, able to demonstrate good value for money for the volume of beneficiaries and the grant requested of £12,704. There is value in what they deliver, and the group would benefit from support with capacity building to be able to make a stronger case. A grant at this stage is not, therefore, recommended.

Grant Reductions

21. Recommendations for levels of funding for the 2021/22 financial year are at the same amounts as those for the 2020/21, except where groups have applied for less or where groups chose not to apply for grant in 2021/22. In addition, the following reductions are recommended:
22. **Crown Centre for the Deaf** – the centre has not been able to meet this year and is unlikely to be able to until the Spring. The proposed grant of £3k reflects the reduced spend this financial year but provides support to help recovery post-Covid. It is also hoped that alternative accommodation can be found to reduce the cost of premises and help the group become more viable.
23. **HA4All Dementia befriending and Harlington Hospice community cancer service** - see paragraph 15 above, it is proposed that these two projects no longer receive core grant but fold into a new capacity building project to support smaller groups.
24. **MHA Communities West London.** MHA has chosen to merge the Northwood and Ealing Live at Home Schemes to form MHA Communities West London. MHA has also established a national volunteer recruitment and coordination team, a national remote befriending team and a national digital delivery team. It is envisaged that this restructuring will enable the provision of more services and activities at a greatly reduced local cost and that economies of scale and LEAN management will further reduce costs. The reduction of staff posts based in Northwood will be offset by the national teams taking over administration and non-member facing tasks leaving the Community Coordinators to concentrate on the practical provision of activities and services. At Northwood it may take some time for services to settle into different ways of working. The intention of MHA West London is to continue with its previous services; however, the outputs for 2021/22 are dependent upon a full value for money and Covid-19 safety review by MHA West London that is currently underway and due for completion in mid-November 2020. These are further dependent upon the scheme successfully securing funding for each activity. There is also a predicted reduction in expenditure in the borough for the next financial year. It is, therefore, recommended to allocate reduced funding of £18k (which is back to the level of core grant offered in 2019-20) to reflect the efficiencies proposed and subject to agreement over the new operating model for the Northwood projects.
25. **Relate.** The one-off payments towards training costs during 2020-21 are no longer needed so the core grant for 2021-22 should revert back to £12k.
26. **Hillingdon Outdoor Activity Centre (HOAC).** HOAC has followed a policy in recent years of investing minimally in its equipment and site while the plans for

HS2 continue ahead. We understand that a relocation site has not yet been identified. The corporate grant is the only grant funding received by HOAC. The rest of its income is gained through trading and membership fees. Accounts show unrestricted reserves of £968k. The Council has continued to support HOAC at its current levels through recent years and this has allowed for substantial growth in reserves and financial stability. Given the continued uncertainty and the healthy reserves, it would seem appropriate and proportionate not to pay further core grant funding for the next financial year.

27. **Hillingdon Federation of Community Associations.** The Federation has been in existence for over 50 years and is constituted as an unincorporated body. It relies heavily on the goodwill of the 3-member management committee. The Chair stood down last year but as no appointment has been made, he is acting as an Interim Chair. As with previous years, efforts to increase the management committee from the network of CA groups has not yet proved successful. There is a real risk that, were the remaining volunteers to further diminish for whatever reason, the Federation would struggle and perhaps need to close. The Federation currently holds over £28k in reserves and balances. This includes over £8k as a revenue holding account in line with its reserves policy. As in the previous year, the Federation has been encouraged to utilise its reserves to a more realistic level before there is a good case for the core grant. Given the limited engagement of its members and the need for the centres it supports to be in better position to attract funds, it is recommended that no grant be awarded this year under the existing model and that a proposed review be undertaken to ascertain the need of the centres and the best to meet that need over coming years.

Grant Increases

28. **Hillingdon MIND** - have sought an increase in core grant to enable them to respond fully to the significant increase in demand for their Counselling services. Demand prior to Covid crisis had already risen by 33% as more people become confident in asking for help with regards to their mental health. Hillingdon MIND provides services which both prevent mental health deterioration and promote recovery and stability; these services help to ensure that the secondary and primary care sectors do not become overwhelmed, by intervening early. Since the pandemic demand has increased by some 135% (see appendix B) and MIND have needed to introduce waiting lists for counselling support. In addition to the corporate grant, MIND receives funding from the Hillingdon CCG and City Bridge Trust, and from their own trading and fee income. MIND have also reduced their costs, particularly regarding buildings. Given the rise in the demand for their services and the likelihood of this continuing through pandemic and economic downturn it is recommended to increase the grant for 2021/22 to £120k to help MIND build resilience and increase services to meet needs of residents.
29. **Bell Farm Christian Centre (BFCC).** BFCC had previously received regular support from Hillingdon Community Trust, primarily to fund its advice centre but also in small grants for the playscheme and transport (£52.6k total). It raised a further £62k from local fundraising and income generating activities. BFCC has requested a £30k increase in funding to provide the capacity to re-design

services as different and growing needs brought about by the pandemic have impact. Expanding services in new and flexible ways includes using digital resources and developing collaborations with other charities and agencies. BFCC sees an increase of core grant funding as an opportunity to implement a diversified and sustainable fundraising strategy to increase and secure long-term income and to reduce reliance on a few funders such as the local authority. BFCC was able to quickly respond to the COVID 19 pandemic locally. This was possible due to their knowledge of the local area and enhanced by individuals being able to easily contact services to seek help and advice. BFCC transformed their building to become a distribution centre for food and essential items, including toys and play provisions, delivering 5 days a week from 23rd March to 14th July as well as over the initial weekends of lockdown. The strength of being able to respond flexibly and the commitment of staff and volunteers enabled them to meet need in a bespoke way, led by circumstances. BFCC became a lifeline to their existing service users and others that were referred by agencies, neighbours or via social media. They attracted a significant number of local volunteers and received £1000s of donated items, as well as cash donations to pay for other needed items to distribute. They delivered 500 food parcels with no additional funding. BFCC is a key organisation in the area and following a restructure they have managed to review and consider the direction of travel for the future and are clear about the need for change to ensure sustainability. They have significantly increased their reputation by making the much-needed changes and looked at their funding streams to diversify income. They are in the early stages of some of the implementation but have made good inroads to positive change. It is, therefore, recommended a grant award of £70k.

Older People's Dining Centre Programme

30. In December 2018, Cabinet agreed a three year grant programme for the seven older people's dining centres across the Borough. 2021/22 is the third year for which this applies. The grant award agreed for 2021/22 amounts to £169,700.
31. The Borough's Dining Centres have been restricted from maintaining their hot meals sit down services through the Covid pandemic. Rules on social distancing and lockdown have meant that services have had to offer a reduced service. Groups have ensured that the older people they serve are supported through takeaway food, deliveries and social befriending calls, wherever they can.
32. All groups aim to re-establish their popular dining and social clubs once deemed safe to do so and in line with any guidance but how and when this will be possible is not yet known. Meanwhile they continue to provide a support service to older residents within guidelines. Payment of the final year of agreed funding will be subject to assurance that services will continue and that the funding is used to support the costs of the dining centre. For reference, the awards are set out in the table below:

Organisations	Grant Agreed per annum 2019-20 to 2021-22
DINING CENTRE	£
Age UK Hillingdon	38,700
Bell Farm Christian Centre	18,000
Dovetail Community Centre	20,000
Northwood Live at Home Scheme	7,000
Ruislip Northwood Old Folks Association (RNOFA) x 2 clubs (Elm Park Club & Tudor Club)	84,000
Yiewsley Methodist Church	2,000
Grand total	169,700

Transport Grants

33. In addition to the funding the Council offers to support the core costs of organisations it has traditionally awarded grants to support some of the Borough's smaller voluntary groups to meet the transport needs of group members. The organisations supported from this budget cater mainly for clients with disabilities who require specialist transport and that would find it challenging to travel by public transport.

34. Applications for Transport Grants have reduced by 40% over the last 12 months due to activities being curtailed and cancelled as a result of Covid-19. Therefore, the recommendation for the spend of £46,675 is to : –

- a. Fund all the groups that have applied for 2021/22 transport grants at the levels requested in Appendix C
- b. Retain £5k contingency in budget should SODA submit an application, given the circumstances of the late application.
- c. Allocate any remaining underspend to Hillingdon Community Transport (HCT) directly. HCT is the indirect recipient of the transport grant aid as the groups pay HCT directly for transport services. HCT has stated in writing that by next year the service will be at risk due to reduced demand if investment cannot be obtained. As HCT operate a number of home to school contracts for the Council, should they cease trading the increase in commercial contract rates for the retendered services will be more than the underspend on the grant aid budget ; there is therefore both a community and commercial business case to redirect underspent grant aid to HCT for 2021/22.

35. The proposed grants budget to support these organisations for 2021/22 is £46,675. Details of the organisations and the level of grant recommended are attached as Appendix C.

London Councils Grant Scheme

36. The LCs Grant Scheme supports voluntary sector activity and specifically funds voluntary organisations across all 32 London authorities and the City of London. The London Councils Grants Committee proposes that its overall budget for the London Councils Grants scheme for 2021/22 should total £6.668m. Proposals and are likely to be agreed at Leaders' Committee meeting on 8th December 2020.
37. Hillingdon's contribution for 2021/22 is proposed to be £228,326 an increase of £154 over the Council's 2020/21 contribution of £228,172
38. Individual borough contributions are based on the Office of National Statistics mid-year population estimates for June 2019, with Hillingdon's percentage of London's total calculated at 3.42%.
39. It is anticipated that the individual boroughs will agree to accept the recommendations on their contributions.

Financial Implications

40. This report proposes an allocation of £1,948,805 grant funding from the Voluntary Sector Grants budget for the 2021/22 financial year and notes the agreed award of £169,700 to support the provision of Dining Centres representing the final year of the three-year application awarded in December 2018. A further allocation of £46,675 funded from Passenger Services to support the provision of transport is also proposed, which is the same level as 2020/21.
41. Recommendations also include a centrally funded contribution to the London Councils Grant Committee of £228,326. This is an increase of £154 relating to planned use of balances by the grants committee and funding included within the draft 2021/22 budget.
42. The draft 2021/22 budget presented to Cabinet on this agenda contains sufficient budgetary provision to fund the recommended level of award totalling £2,393,506. A full review of the financial statements and application forms of each organisation has been undertaken and brief financial commentary has been included for each organisation in Appendix B to this report.
43. Existing General Fund base budget for Voluntary Sector Grants totals £2,206,300, with the recommended £1,948,805 award included delivering a saving of £87,795 for 2021/22.

RESIDENT BENEFIT AND CONSULTATION

Consultation / What will be the effect of the recommendation?

44. The overall effect of these proposals will be to strengthen and support Hillingdon's voluntary sector with new growth and initiatives, which will directly benefit residents.

Consultation Carried Out or Required

45. No formal consultation has been undertaken on the proposals for agreement at this Cabinet.

CORPORATE CONSIDERATIONS

Corporate Finance

46. Corporate Finance has reviewed the report and concur with the financial implications set out above, noting that the draft 2021/22 budget presented to Cabinet on this agenda contains sufficient budgetary provision to fund the recommended level of awards to the Voluntary Sector in core grants, Dining Centres, Transport organisations and the London Boroughs Grant Scheme totalling £2,394k. It is also noted that any award of grant monies is subject to the review of satisfactory accounts for the last financial year if they are yet to be received

Legal

47. Section 1 of the Localism Act 2011 gives the Council a power of general competence which provides local authorities with the power to do anything that individuals may generally do. It includes the power for Council to make grant payments to voluntary organisations.
48. With regard to the London Councils Grant Scheme, this Scheme is established under Section 48 of the Local Government Act 1985. As stated in the report, if two-thirds of the London boroughs do not approve their individual budget contribution, the previous year's budget will continue to apply to the Scheme.

Relevant Service Groups

49. Relevant teams in Residents Services, Finance, Adult Social Care and Children and Young People's Services have been consulted on the proposals.

BACKGROUND PAPERS

Nil

Appendix A

Organisations	Grant Award 2020-21	Grant Requested 2021-22	Grant Recommended 2021-22
ADULT SOCIAL CARE	£	£	£
Age UK Hillingdon, Harrow & Brent	582,400	582,400	582,400
Harlington Hospice (Community Cancer Service) - 2021/22 Plan is to combine with H4All (Dementia service) below and create new application for capacity and volunteering support *	20,000	0	0
Harlington Hospice (Respite Care - previously delivered by Carers Trust Thames)	100,000	100,000	100,000
Crown Centre for the Deaf	10,000	7,500	3,000
DASH	98,000	98,000	98,000
Heathrow Travel Care	45,000	45,000	45,000
Hillingdon Aids Response Trust	7,500	0	0
Hillingdon Brain Tumour & Injury Support Group	30,000	40,370	30,000
Carers Trust Hillingdon (previously Hillingdon Carers)	105,000	105,000	105,000
H4All Dementia befriending - 2021/22 Plan is to combine service with Harlington Hospice (Community Cancer service) into new application for capacity and volunteering support. *	30,000	0	0
Hillingdon Citizens Advice	280,000	280,000	280,000
Hillingdon MIND	90,000	124,000	120,000
Hillingdon Shopmobility	22,000	22,000	22,000
Hillingdon Women's Centre	30,000	50,000	30,000
Mencap Jubilee Pool	5,000	5,000	5,000
MHA Communities West London (formerly MHA - Northwood Live at Home Scheme)	22,000	28,000	18,000
RELATE London North West & Herts	15,500	14,000	12,000
Samaritans of Hillingdon	6,000	6,000	6,000
Recycle-A-Bike	10,000	0	0
United Support Project (Us Project)	5,600	0	0
CHILDREN & FAMILIES SERVICES			
Bell Farm Christian Centre	50,000	80,000	70,000
Centre for ADHD and Autism Support	15,000	23,377	15,000
HALO Children's Foundation	7,000	17,260	7,000
Hillingdon Autistic Care & Support	40,000	40,000	40,000
Hillingdon Autistic Care & Support (Rural Activities Garden Centre & Brookfeild Cafes)	58,500	51,800	51,800
Hillingdon Outdoor Activities Centre	54,500	54,500	0
Home-Start Hillingdon	125,000	120,000	120,000
P3	42,000	42,000	42,000
Uxbridge Child Contact Centre	3,355	3,560	3,355
RESIDENTS SERVICES			
Groundwork South - Healing Gardens	7,000	7,000	7,000
Green Corridor (Crane Valley Partnership)	10,000	10,000	10,000
Herts & Middlesex Wildlife Trust	2,500	2,500	2,500

Hillingdon Community Transport	32,000	32,000	32,000
Hillingdon Federation of Community Associations	7,000	10,000	0
Hillingdon Natural History Society	1,000	1,000	1,000
London Wildlife Trust (Hillingdon)	10,000	10,000	10,000
Pinner & Ruislip Beekeepers Association	750	750	750
NEW APPLICATIONS 2021/22			
Age UK/Harlington Hospice/H4All : capacity building *	0	40,000	40,000
Arts for Life Project	0	15,000	10,000
Harrow Mencap	0	55,000	10,000
Hillingdon Somali Women's Group	0	15,000	10,000
SEND Family Support	0	29,400	10,000
Qoys Daryeel Family Care	0	12,704	0
Subtotal	1,979,605	2,180,121	1,948,805
Grand total	1,979,605		

CABINET FORWARD PLAN

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Liz Penny, Democratic Services Officer
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

To monitor the Cabinet's latest Forward Plan which sets out key decisions and other decisions to be taken by the Cabinet collectively and Cabinet Members individually over the coming year. The report sets out the actions available to the Committee.

RECOMMENDATION

That the Corporate, Finance and Property Select Committee notes the Cabinet Forward Plan.

SUPPORTING INFORMATION

The Cabinet Forward Plan is published monthly, usually around the first or second week of each month. It is a rolling document giving the required public notice of future key decisions to be taken. Should a later edition of the Forward Plan be published after this agenda has been circulated, Democratic Services will update the Committee on any new items or changes at the meeting.

As part of its Terms of Reference, each Select Committee should consider the Forward Plan and, if it deems necessary, comment as appropriate to the decision-maker on the items listed which relate to services within its remit. For reference, the Forward Plan helpfully details which Select Committee's remit covers the relevant future decision item listed.

The Select Committee's monitoring role of the Forward Plan can be undertaken in a variety of ways, including both pre-decision and post-decision scrutiny of the items listed. The provision of advance information on future items listed (potentially also draft reports) to the Committee in advance will often depend upon a variety of factors including timing or feasibility, and ultimately any such request would rest with the relevant Cabinet Member to decide. However, the 2019 Protocol on Overview & Scrutiny and Cabinet Relations (part of the Hillingdon Constitution) does provide guidance to Cabinet Members to:

- Actively support the provision of relevant Council information and other requests from the Committee as part of their work programme;
- Where feasible, provide opportunities for committees to provide their input on forthcoming executive reports as set out in the Forward Plan to enable wider pre-decision scrutiny (in addition to those statutorily required to come before committees, *i.e. policy framework documents – see para. below*).

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals after publication. These are automatically scheduled in advance to multi-year work programmes.

Therefore, in general, the Committee may consider the following actions on specific items listed on the Forward Plan:

	Committee action	When	How
1	To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide its influence and views on a particular matter within the formal report to the Cabinet or Cabinet Member before the decision is made.</p> <p>This would usually be where the Committee has previously considered a draft report or the topic in detail, or where it considers it has sufficient information already to provide relevant comments to the decision-maker.</p>	<p>These would go within the standard section in every Cabinet or Cabinet Member report called "Select Committee comments".</p> <p>The Cabinet or Cabinet Member would then consider these as part of any decision they make.</p>
2	To request further information on future reports listed under its remit.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to discover more about a matter within its remit that is listed on the Forward Plan.</p> <p>Whilst such advance information can be requested from officers, the Committee should note that information may or may not be available in advance due to various factors, including timescales or the status of the drafting of the report itself and the formulation of final recommendation(s). Ultimately, the provision of any information in advance would be a matter for the Cabinet Member to decide.</p>	<p>This would be considered at a subsequent Select Committee meeting. Alternatively, information could be circulated outside the meeting if reporting timescales require this.</p> <p>Upon the provision of any information, the Select Committee may then decide to provide specific comments (as per 1 above).</p>
3	To request the Cabinet Member considers providing a draft of the report, if feasible, for the Select Committee to consider prior to it being considered formally for decision.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide an early steer or help shape a future report to Cabinet, e.g., on a policy matter.</p> <p>Whilst not the default position, Select Committees do occasionally receive draft versions of Cabinet reports prior to their formal consideration. The provision of such draft reports in advance may depend upon different factors, e.g., the timings required for that decision. Ultimately any request to see a draft report early would need the approval of the relevant Cabinet Member.</p>	<p>Democratic Services would contact the relevant Cabinet Member and Officer upon any such request.</p> <p>If agreed, the draft report would be considered at a subsequent Select Committee meeting to provide views and feedback to officers before they finalise it for the Cabinet or Cabinet Member. An opportunity to provide specific comments (as per 1 above) is also possible.</p>
4	To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny 'call-in' power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>

BACKGROUND PAPERS

- [Protocol on Overview & Scrutiny and Cabinet relations adopted by Council 12 September 2019](#)
- [Scrutiny Call-in App](#)

Upcoming Decisions

Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Departments: PE = Planning, Environment, Education & Community Services IT = Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD = Finance

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

99	Acquisition of larger family homes	To seek Cabinet approval to purchase 7 private 4 & 5 bedroom houses in Hayes for the Housing Revenue Account Portfolio to support local affordable housing need.	Townfield / Botwell / Yeading / Pinkwell / Barnhill		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Julie Markwell		NEW ITEM	Private (3)
100	Marketing & Advertising Income Generation	The Council offers its assets (footways, centre of roundabouts, lamp post columns etc...) to media companies against which they install advertising media to sell advertising space. These arrangements have been subject to review and there is an opportunity to review the commercial model doing this for the benefit of the Council.	All		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Matthew Kelly		NEW ITEM	Private (3)
98	Grant of a lease for electrical substation at Minet Junior School	In light of the refurbishment of Minet Junior School, Hayes which includes a new building, Cabinet will consider the grant of a long-term lease for an electrical substation to provide sufficient power to the school site going forward.	Townfield		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michele Wilcox		NEW ITEM	Private (3)
93	Disposal of 3 garage sites in the Borough	Cabinet will consider the disposal of three garage sites at auction (1) Lavender Road, Yiewsley, (2) Cornfield Close, Uxbridge and (3) Ash Grove in Harefield.	Yiewsley / Brunel / Harefield		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Julie Markwell			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	Corporate, Finance & Property	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

Upcoming Decisions

Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance

Cabinet Member Decisions expected - December 2021

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
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Cabinet meeting - 6 January 2022 (report deadline 15 December)

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.	All		Cllr Ian Edwards - Leader of the Council	Corporate, Finance & Property	CS&T - Emma Gilbertson / FD - Suzie Shardow			Private (3)
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97	Redevelopment of Former Woodside Day Centre, Hayes	This report will seek Cabinet's approval to progress the proposed redevelopment scheme at the former Woodside Day Centre for housing and community facilities, along with the appointment of a contractor, along with funding, for its construction.	Townfield		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Carmel Hynes		NEW ITEM	Private (3)
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95	Aquisition of property in Chapel Lane, Uxbridge	Cabinet will consider the purchase of a property in Chapel Lane, Yiewsley which is currently a 7-bed dwelling owned and managed by a Housing Association as a home for adults with learning disabilities and mental health issues. It is considered it will be more cost effective for the Council to own and manage the site and service going forward.	Yiewsley		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Julie Markwell		NEW ITEM	Private (3)
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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)
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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
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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
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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
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Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
<small>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</small>										
102	Contract for the Service, Maintenance and Repair of Fire Alarm and Fire Fighting Systems	Cabinet will consider a tender for the Service Maintenance and Repair of Fire Alarm and Fire Fighting Systems within the Council's Housing Stock & Corporate Properties.	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - John Phillips / Gary Penticost		NEW ITEM	Private (3)
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										
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)										

Upcoming Decisions

Further details

Ref

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance

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
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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)
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
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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 - 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		TBC	TBC	CR&T - TBC	TBC		Public

Cabinet Member Decisions expected - June 2022

Upcoming Decisions

Further details

Ref

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance

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
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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
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
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NO CABINET IN AUGUST 2022

SI	Interim or urgent executive decision-making by the Leader of the Council	As there is no Cabinet meeting in August, the Leader of the Council may take interim or urgent key decisions, and if so required, on behalf of the full Cabinet. These will be reported to Cabinet at a later date for ratification and public record.	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS&T - Democratic Services	Various		Public / Private - TBD
SI	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 - September 2022 (date to be confirmed)

Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT = Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance										
103	School Capital Programme Update	The twice yearly update to Cabinet on the Council's major school infrastructure programme and upgrading of educational facilities to deliver a good quality education for all children in the Borough.	Various		Cllr Jonathan Bianco - Property & Infrastructure / Cllr Susan O'Brien - Families, Health & Wellbeing	Corporate, Finance & Property	IT - Bobby Finch		NEW ITEM	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 - Michael Patterson / Michele Wilcox		NEW ITEM	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		NEW ITEM	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	NEW ITEM	Public
Cabinet Member Decisions expected - September 2021										
SI 72	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 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 Services & Transformation	IT - Helena Webster	Local consultation within the Ward undertaken by Ward Councillors		Public

Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI	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	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 = 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

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Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI	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 (NDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Maureen Pemberton			Private (1,2,3)
SI	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

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

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

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

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

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

Implications on related Council policies

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

How this report benefits Hillingdon residents

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

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

Multi Year Work Programme

May 2021 - April 2022

2021

2022

Corporate, Finance and Property Select Committee

June 3	July 20	August No meeting	September 7	October 21	November 24	December No meeting	January 12	February 2	March 2	April 20
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Review E: Performance Monitoring and Reporting

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

Regular service & performance monitoring

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

One-off service monitoring

The Council's Engagement with the Armed Forces	X									
How the Council helps local small businesses with their procurement processes							X			
Disability Access in Public Buildings			X							
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			
Financial Assistance to local voluntary organisations									X	

Past review delivery

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

Internal use only

Report deadline	21-May-21									
Agenda published										

* Perry Scott and Sajad Rashid

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