



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, 12
JANUARY 2022

Time: 7.30 PM

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

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

Published: Tuesday, 4 January 2022

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Corporate, Finance & Property Services Select Committee

Membership

7 Councillors appointed on a proportional basis.

Terms of Reference

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

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

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

- Resident Experience
- Strategic Partnerships
- Community Engagement

Agenda

- 1 Apologies for absence
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Review: Draft Final Report - Performance Monitoring and Reporting in Hillingdon Council 7 - 30
- 6 2022/23 Budget Proposals for Services within the Remit of the Corporate, Finance and Property Select Committee 31 - 40
- 7 Website Performance and Improvement 41 - 46
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Agenda Item 3

Minutes

CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

24 November 2021

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



	<p>Committee Members Present: Councillors Richard Mills (Chairman), Lindsay Bliss, Farhad Choubedar and Tony Eginton (Opposition Lead)</p> <p>Also Present: Councillor Wayne Bridges (substituting)</p> <p>LBH Officers Present: Kevin Byrne (Head of Health and Strategic Partnerships), Matthew Kelly (Head of Procurement and Commissioning), Naveed Mohammed (Head of Business Performance & Insight), Liz Penny (Democratic Services Officer)</p>
41.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillors Vanessa Hurhangee, Richard Lewis and Raymond Graham with Councillor Wayne Bridges substituting.</p>
42.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
43.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING DATED 21 OCTOBER 2021 (<i>Agenda Item 3</i>)</p> <p>In response to a query from Councillor Tony Eginton in relation to minute number 35, resolution 3, it was confirmed that the Data Protection Officer on the ICO website should be Raj Alagh, Borough Solicitor. The website would be updated accordingly.</p> <p>RESOLVED: That the minutes of the meeting dated 21 October 2021 be approved as an accurate record.</p>
44.	<p>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 (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items were in Part I and would be considered in public.</p>
45.	<p>REVIEW: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL - FINDINGS (<i>Agenda Item 5</i>)</p> <p>The findings of the review and the seven recommendations set out in the report were</p>

discussed. At the request of Members, it was agreed that recommendation 7 relating to procurement of external software / systems, be amended to include the need for more up-to-date systems which would facilitate automation (rather than manual manipulation of data) and access to live data.

At the request of the Committee, it was further agreed that recommendations 4 and 5 which had regard to dissemination of information / upskilling of officers be amended to highlight the need for increased awareness in teams / departments in respect of data quality.

In response to their requests for clarification in relation to specialisms within the Business Performance Team, Members heard that business continuity and resilience had been built into the Team thereby ensuring there was sufficient capacity to cover for other staff members as required.

Members had no further queries and stated that, subject to the agreed amendments, they were happy with the proposed recommendations.

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

46. **WEBSITE PERFORMANCE AND IMPROVEMENT** (*Agenda Item 6*)

Due to a lack of officer availability, it was confirmed that this item would be deferred for consideration at the 12 January 2022 meeting of the Corporate, Finance and Property Select Committee.

RESOLVED: That this item be deferred for consideration at the 12 January 2022 meeting of the Corporate, Finance and Property Select Committee.

47. **HOW THE COUNCIL HELPS LOCAL SMALL BUSINESSES** (*Agenda Item 7*)

Matthew Kelly, Head of Procurement & Commissioning introduced the report, informing Members that procurement was increasingly seen as a policy lever to deliver national and local strategies. A more proactive approach was being taken to contribute to a broader social value offering including levelling up, net carbon zero and job creation. The Hillingdon Procurement Team was attempting to harness spending power where possible to support local businesses, particularly smaller ones.

The Committee heard that there was no explicit legal requirement for Procurement to support local business; however, attempts were made to do so where it would be of benefit to the Council. There were a number of risks and challenges in relation to this which had to be managed carefully. To date there had been a number of success stories, some of which were highlighted in the report.

In terms of tender documents, Members were advised that these had recently been reviewed to simplify them and remove duplication where possible. The aim was for Hillingdon Council to be a customer of choice. Where it was felt that a requirement could be met by local businesses, attempts were made at the pre-tender phase to support that to happen and to level the playing field with larger businesses who were more proficient at responding to local authority contract opportunities. This was always a balancing act as due diligence and value for money were also essential. The

Committee was informed that Procurement officers operated a one bid local policy when meant that officers were actively seeking bids from local suppliers in all tenders and quotations. The Council was currently exploring options with a business advisory consultancy – Branduin, that could potentially be used to support local businesses.

The Committee was advised that, given the business demographics in the Borough and the prominence of the aviation sector, Procurement officers were also trying to develop local providers. One example was in relation to Occupational Therapists. The services were primarily outsourced at a cost of c£600k pa. Procurement officers had identified that Brunel University had an OT course and had been engaging with them to create a pathway for new graduates to potentially work with contracted suppliers or consider a new enterprise. In terms of reserving contracts for local businesses and/or SMEs, Members heard that the legality of this approach was being debated externally at present; the developing situation would be monitored closely.

With regards to next steps, the Committee was informed that there would be a continued drive to further develop support for local businesses in a number of ways. This would include increased promotion and comms, updating the website, aiming to become a customer of choice and aligning work on support for local businesses with other priority areas such as skills, innovation and net carbon zero.

In terms of the success stories set out in the pack, it was noted that few smaller organisations appeared on the list – the Committee enquired whether smaller companies were possibly being squeezed out by larger rivals. Members were also interested to know whether, in areas where there was little engagement with local small businesses, it was possible that the Council as an organisation was perceived to be too big to work with.

In response to their queries, the Committee heard that, although the Council broke contracts down into smaller lots, each lot was still relatively large. If broken down further, this would result in a more costly and complex system which would be challenging for the Council to manage and was therefore not feasible. It was acknowledged that smaller local contracts could potentially lead to increased prosperity within Hillingdon but it was important to get the thresholds right.

In response to further questions from the Committee in relation to the 80% price / 20% split used to assess contracts, it was confirmed that this had changed to a 50/50 split, although there would still be scope to vary this as necessary.

RESOLVED: That the Corporate, Finance and Property Select Committee noted the contents of the report.

48. **FINANCIAL ASSISTANCE TO HILLINGDON'S LOCAL VOLUNTARY ORGANISATIONS** (*Agenda Item 8*)

Kevin Byrne, Head of Health and Strategic Partnerships presented the Grants to Hillingdon's Local Voluntary Organisations 2021/22 report which had been submitted to Cabinet in December 2020. It was confirmed that the programme for 2022/23 was still at a draft stage and would be presented to Cabinet on 15 December 2021.

Members heard that the grants set out in the 2021/22 report totalled approximately £2.4 million. The report had been prepared at a time when the country was about to go into another lockdown. It was confirmed that local voluntary organisations were notified in July of each year that they could apply for funding; applications were received in

September and the Council would then decide which of these groups to support by December. Earlier in 2020 a decision had been made to reassure groups that the Council would not seek to claw back any of the grants which had been allocated, should they not be able to function in some way during the pandemic.

The Committee was informed that Hillingdon's scheme was unusual as few local authorities continued to offer core grants. It was felt that the provision of core funding enabled local organisations to provide key services for local residents and contribute to a vibrant voluntary sector in the Borough. It was confirmed that anyone could apply for funding. An information pack was available and interested parties were encouraged to speak to officers prior to submitting a bid. The bar was set high - groups would be expected to demonstrate needs and future plans, together with good governance and financial management. Grants that supported Council plans and priorities were also encouraged.

When choosing which organisations to support, value for money was key. Replication was avoided and it was important that the groups were able to offer added value within the Borough.

In response to their requests for clarification, Members were informed that officers regularly visited grant recipients to monitor progress and ensure the grants were being used appropriately. Every organisation was also required to provide the Council with a monitoring report each summer.

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

49. **FORWARD PLAN** (*Agenda Item 9*)

RESOLVED: That the Corporate, Finance and Property Select Committee noted the Cabinet Forward Plan.

50. **WORK PROGRAMME** (*Agenda Item 10*)

At the request of Members, it was agreed that a report on Corporate Communications be added to the Work Programme and brought to the 2 March 2022 meeting of the Select Committee. Said report would focus on external communications, such as press releases, and their distribution. Democratic Services would request this.

RESOLVED That:

- 1. Democratic Services request a Corporate Communications update report for the March 2022 meeting of the Corporate, Finance and Property Select Committee: and**
- 2. The Corporate, Finance and Property Select Committee considered the Work Programme and agreed any amendments.**

The meeting, which commenced at 7.30 pm, closed at 8.20 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

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Committee Review: Performance Monitoring and Reporting in Hillingdon Council - Draft Final Report

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

HEADLINES

The Committee has been undertaking a review into Performance Monitoring and Reporting in Hillingdon Council. Following agreement of the review's recommendations to Cabinet, a draft final report has been prepared by officers for the Committee's consideration.

RECOMMENDATIONS

That the Corporate, Finance and Property Select Committee:

- 1) Agrees the draft final report and recommendations in principle and endorses its submission to Cabinet for due consideration; and**
- 2) Delegates any minor drafting changes required prior to the report's submission to Cabinet to the Democratic Services Officer, in consultation with the Chairman and Opposition Lead as required.**

SUPPORTING INFORMATION

The agreed Terms of Reference for the review are set out below:

- 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.

Review update

At the Select Committee meeting on 3 June 2021, Members agreed that the Committee's next major review topic would focus on Performance Monitoring and Reporting in Hillingdon Council. Further to this agreement, Members conducted a detailed review of the chosen topic.

The information gathered has now been set out within the attached draft final report, alongside the recommendations that were discussed at the meeting on 24 November 2021. It is requested that the Committee consider the draft final report for endorsement to Cabinet.

Should any minor drafting changes to the report be suggested by the Committee at the meeting or otherwise prior to submission to Cabinet, the Committee is requested to delegate authority for this to the Democratic Services Officer in consultation with the Chairman and Labour Lead. The purpose of this would be to enable minor textual changes only and not to alter significantly the main body of the report or its recommendations.

How this report benefits Hillingdon residents

Select Committees directly engage residents and external partners in the work they do. These recommendations aim to recognise the excellent work carried out by the Business Performance and Insight Team within Hillingdon Council and recommend ways in which the current reporting and monitoring mechanisms could be improved. It is noteworthy that the ability to manage effectively the performance of a council is critical to its success; thereby enabling members and officers to assess whether the organisation is achieving what it set out to do, delivering value for money and making life better for local residents.

Financial Implications

The Committee's review recommendations are not expected to lead to any significant financial implications and are primarily aimed at supporting best practice within existing resources. However, a full financial review of the recommendations will be undertaken as part of the standard reporting process to Cabinet.

Legal Implications

None at this stage.

BACKGROUND PAPERS

Performance Monitoring and Reporting in Hillingdon Council Review Scoping Report
Previous Committee papers on the review published on the Council's website

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A Review of Performance Monitoring and Reporting in Hillingdon Council



A review by the Corporate, Finance and Property Select Committee

Councillors on the Committee: Councillors Richard Mills (Chairman), Vanessa Hurhangee (Vice Chairman), Tony Eginton (Opposition Lead), Lindsay Bliss, Farhad Choubedar, Ray Graham, Richard Lewis

2021/2022

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Chairman's Foreword

'A Review of Performance Monitoring and Reporting in Hillingdon Council'

On behalf of the Corporate, Finance and Property Select Committee, I am pleased to present this report to Cabinet. Having identified a need to explore possible improvements to current data monitoring and reporting processes, the Select Committee elected to conduct a comprehensive review of Performance Monitoring and Reporting within Hillingdon Council. The review aimed to consider the status quo and suggest potential areas for future improvements.



Two witness sessions were held during which Committee Members had the opportunity to meet with a wide range of senior Council officers and seek external expertise. As the review progressed it was widely acknowledged that the current Business Performance Team consistently strove for excellence in data and provided a supportive service both to the Central Management Team and to senior officers. However, the Committee highlighted some potential modifications and improvements, which it was believed would be of benefit in terms of performance reporting to key decision-makers going forward.

Further to the witness sessions, and on completion of the review, the Committee has prepared a number of recommendations relating to performance reporting, culture and innovation.

It is anticipated that the implementation of these recommendations will ensure the provision of user-friendly, timely, reliable and cost-effective performance monitoring and reporting systems across the Council, which will in turn assist in measuring Council performance, driving strategic decisions and meeting the needs of local residents.

Finally, I would like to take this opportunity to thank those witnesses and officers who have given up their time to assist the Committee and commend them for their continued hard work in striving to ensure the provision of excellent performance monitoring and reporting processes in Hillingdon Council.

Councillor Richard Mills

Chairman, Corporate, Finance and Property Select Committee

Councillor for Brunel Ward

Summary of recommendations to Cabinet

Through the witnesses and evidence received during the detailed review by the Committee, Members have agreed the following recommendations to Cabinet:

1

Performance Reporting

That the Business Performance Team and Service areas take into account the varying target audiences and organisational hierarchy for their performance reporting, thereby ensuring that performance outputs and information are presented in a relevant, user-friendly visual format for:

- a. Cabinet – That service heads / directors, in conjunction with respective Cabinet Members, be requested to review the current use of data within their areas during 2022 – either for reporting purposes or to identify performance issues, considering regular monthly or quarterly performance updates to Cabinet Members;
- b. Select Committees – That from May 2022, subsequent to recommendation 1a. above, Select Committees also be presented with regular high-level quarterly performance updates regarding services within their remit / terms of reference, and that this be added to their multi-year work programmes;
- c. Corporate Management Team (CMT) – That Cabinet Members have input into the metrics presented to CMT through the quarterly Balanced Scorecard performance reporting to ensure they are able to measure overall Council performance and drive strategic decisions. Weekly and monthly dashboards should continue for Operational Heads, but should be visible and reviewed in conjunction with the Leader/relevant Cabinet Members.

2

Performance Culture

That awareness and understanding of the importance of data quality and of the services provided by the Business Performance Team be communicated comprehensively across Council departments during 2022, considering the use of manager briefings, toolkits or other online internal information.

3

Performance Innovation

That Corporate Procurement explore appropriate external software / systems during 2022, in conjunction with the Business Performance Team, that could be implemented or integrated to deliver tangible and cost-effective benefits. Particular focus should be placed on looking to assist the move away from traditional manual data manipulation to greater data automation, along with the availability of live data to decision-makers.

Background to the Review

What is Performance Monitoring and why is it important?

According to the Local Government Association's 'Performance Management Councillor Workbook' 2012 ¹, the monitoring of performance within a local authority is essential to establish "practical ways that a council can improve what it does and, more importantly, what it delivers, in terms of good quality services that meet the needs of local people". Moreover, the LGA affirms that Performance Monitoring is indispensable since "The ability to manage the performance of a council is critical to its success. It enables members and officers to assess whether the organisation is achieving what it set out to do, delivering VFM [*value for money*] and making life better for its citizens." Additionally, effective Performance Monitoring is essential to good governance, scrutiny and monitoring of Council services by Elected Members.

Background

The Council currently delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon and gathers a wide spectrum of data across all directorates. The primary purpose of this data collection is to ensure that services are being delivered in the most effective and efficient manner to meet resident need. Additionally, such data assists in planning 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 certain statutory returns which include 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 both for 'performance' (assessing the efficacy of services and impact on outcomes) and 'insight' (what the data tells the Council about the Borough and local residents).

Data gathered by directorates and the Business Performance Team is sourced from internal systems and through public and subscription-based services. The data collected is utilised to develop Key Performance Indicator (KPI) reports and for insight analysis to commission services. Some KPIs are nationally mandated; where appropriate, national indicators are supplemented with local indicators to reflect local priorities.

The Council utilises a corporate function, through the Business Performance & Insight Team, for the production and development of data and insight with members of the team having expertise across multiple areas of the Council's business. This approach ensures improved transparency and facilitates an opportunity to 'challenge' services – something which might not be possible if

¹ Local Government Association - Performance Management Councillor Workbook, March 2012

services produced/processed their own data.

Services are responsible for inputting data into case management systems, while Business Performance extracts the data and, in conjunction with Directors, Assistant Directors and Heads of Service, develops 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'. The latter rates each metric against a threshold with indicators that are off target flagged as red. Thereafter, 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.

Whilst Hillingdon is required to gather data for the purposes of statutory returns, the primary purpose of data collection is to ensure the Council is appropriately discharging its responsibilities and to aid future service development.

Strategic context

The use of data and insight in local government has received increasing focus in recent years. The Cabinet Office's National Data Strategy ² is "an ambitious, pro-growth strategy that drives the UK in building a world-leading data economy while ensuring public trust in data use." This Strategy sets out the Government's ambition to improve data use in government 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 Greater London Authority (GLA)'s work around the City Data Analytics Programme ³ follows similar principles. Using its position as a city-wide resource, the GLA seeks to encourage cross border collaboration to address issues that transcend boundaries (e.g., climate change). Finally, the Local Government Association (LGA) runs a series of programmes including 'becoming an intelligent council' which explores how councils can better run research exercises (quantitative and qualitative) and use these to shape service delivery ⁴

² National Data Strategy [here](#) – Department for Digital, Culture, Media and Sport – published 8 July 2019

³ Greater London Authority – City Data Analytics Programme 2017 [here](#)

⁴ Local Government Association – Becoming an Intelligent Council – from July 2017 [here](#).

Evidence & Witness Testimony

Where are we now?

Prior to commencement of the review, Members of the Corporate, Finance and Property Select Committee had received a report detailing current arrangements for the tracking of performance and provision of insight data in the Council, examples of the data provided and ways in which the data was used to shape operational delivery and the strategic development of services. Further to this, having recognised the essential nature of data in facilitating decision-making, identifying and rectifying problems, meeting political objectives and striving for excellence in a performance-driven culture, Members elected to conduct a major review of Business Performance Monitoring and Reporting within Hillingdon Council.

The role of the Business Performance and Insight Team

At the onset of the review, an initial witness session was held which was attended by Naveed Mohammed, Head of Business Performance and Insight. At this witness session, the Committee received evidence detailing how the tracking of performance and provision of insight data were arranged in the Council and ways in which the data was used to shape operational delivery and the strategic development of services.

Members were informed that the Council routinely gathered a wide spectrum of data across all directorates – this data was essential to ensure services were being delivered efficiently to meet the needs of residents, to assist in planning for the future development of services and to satisfy statutory returns. It was confirmed that the Council currently provided over 700 services to local residents and had opted to bring together the performance resource into a central team. 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.

The Committee heard that individual service areas were responsible for the input and management of their own data while Business Performance extracted the data and developed the required reports thereafter. Decisions regarding the organisation of the data / report designs were made collaboratively by the Business Performance Team and IT. The level of support individual directorates received was dependent on 3 factors – risk, size of the area and volume of activity. It was confirmed that Children's Care, Housing and Adult Social Care were high-risk departments therefore had a dedicated resource whilst, for other departments, each analyst had responsibility for 2+ areas. This arrangement ensured sufficient coverage of analytical support whilst enabling analysts to develop understanding and expertise across multiple functions.

Members were advised that operational outputs also varied depending on the needs of the service areas. For statutory, high-risk services such as Children's Care, Housing and Adult Social Care there was a requirement for regular weekly / monthly data. In terms of reporting to the Council's Corporate Management Team (CMT), comprising the Council's most senior officers, it was

confirmed that CMT worked closely with the Business Performance Team to establish their requirements and were in receipt of quarterly reports in the form of a Balanced Scorecard. This report tracked performance and included targets and a 'traffic-light system' with indicators off target flagged as red.

In addition to performance data, it was confirmed that the Business Performance Team was responsible for the analysis of data to establish patterns and trends. Such information was crucial when planning for strategic changes or service redesign. Moreover, the service supported individual projects with ad hoc analyses as required.

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, it was acknowledged that some reports were automated and would therefore be regularly circulated irrespective of their usefulness to service areas.

Data culture

Members requested further information regarding the current data culture across the Council and were informed that there were some areas of very good practice whilst, in other areas, it was considered that there was room for improvement. Service areas were responsible for inputting their own data and it was beneficial to these service areas to ensure its accuracy.

Benchmarking

In response to the Committee's requests for clarification regarding current benchmarking, it was confirmed that benchmarking was routinely undertaken. Benchmarking groups were dependent on the service area at hand – so for instance, education, social care, libraries each had a different set of councils that LBH was benchmarked against. Routinely LBH performance would be assessed against the London average and our immediate neighbours. It was confirmed that the Business Performance Team had a good working relationship with the service areas and weekly meetings were held with service heads at which benchmarking issues could be raised and discussed further as necessary.

Current data tools used

In response to their queries, Select Committee Members were advised that the main tools used by the Business Performance Team at present were SAP Business Objects XI (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.

The Committee was informed that alternative options in terms of data tools to extract the data were currently being explored; one option was Power BI which was a Microsoft product – it was reported that this was a very good product and would be explored, alongside others, depending on the needs of the business.

How data is currently used in services

A second witness session was attended by a number of key officers representing departments from across the Council. Members received evidence from representatives of key users of data including Housing, Adults' and Children's Services, Waste Services and Community Safety and Enforcement.

Children's Services

Alex Coman, Director – Safeguarding, Partnerships and QA, addressed the Committee advising Members that, in Children's Services, data was used both to look at performance retrospectively and to predict future demand on services and resources. 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 specific pressures on the service. It was confirmed that data received by the Department was not currently in the most user-friendly format (largely static PDFs or large Excel files) and had to be manipulated manually which was a somewhat onerous and time-consuming task. In terms of future projections, Children's Services worked with the Business Performance and Insight Team to establish trends; the Performance Team then manually produced predictive models on an ad hoc basis. It was reported that it would be helpful if data could be received in a more user-friendly format whereby users could have control of the data themselves thus negating the need to request manual ad hoc reports. Members were informed that the Children's Services Team regularly received automated reports which were extremely helpful; however, weekly reports were run on a Sunday hence, as the week progressed, the data became increasingly out-of-date – it was acknowledged that access to 'live' data would be preferable.

In response to Members' queries regarding data accuracy, the Committee was informed that weekly, monthly and statutory reports were regularly spot checked 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. It was confirmed that data was extracted by Business Objects and manipulated in Excel spreadsheets due to a lack of availability of more up-to-date tools.

Adult Services

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. The Business Performance and Insight 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 available to officers but was not currently presented in a user-friendly format; the dashboard could bring the information together, but this involved a lengthy manual exercise. Access to live data was limited hence data available to officers was, at times, potentially older. The Committee was advised that ad hoc reports were also prepared in

collaboration with The Business Performance and Insight Team as required.

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 data was used across the team to drive practice and performance. KPIs were analysed on the basis of individual members of staff / groups and a range of management metrics were included in appraisals and performance reviews. Members heard that reporting was regularly reviewed to ensure reports prepared / received were still relevant and of use.

Housing

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. Members heard that, at the height of the pandemic, weekly data sets had been developed in collaboration with the Business Performance team to enable staff to target bandings of debt and high-risk tenants. It was reported that this data set had been 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 and Insight 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, the Committee was informed that reporting was of a more bespoke nature and there was a reliance on the Business Performance and Insight Team to produce what was needed. It was reported that the Team was extremely knowledgeable and supportive; however, a digital self-service approach would be welcomed thereby negating the need for over-reliance on Naveed and his colleagues.

Waste Services

Cathy Knubley, Head of Waste, addressed the Committee informing Members that, in her service area, 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. 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. The Head of Waste prepared a monthly report for the Cabinet Member which incorporated a large amount 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 the Business Performance and Insight Team every quarter.

In response to Members' enquiries, it was confirmed that, at present, data for the CMT Balanced Scorecard report was input manually into a spreadsheet on a quarterly basis. It was noted that it would be preferable if the information were automatically populated from source data, but it was recognised that this was not a straightforward process.

Community Safety and Enforcement

Richard Dawson, the former Interim Head of Community Safety and Enforcement, addressed the Committee confirming that, for his area, the main source of data 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 and this was holding the team back operationally. Members heard that the Community Safety team was relatively self-sufficient, but Business Performance was helpful in providing trend information.

In response to further questions from Members, it was confirmed that some of the concerns relating to Anti-social Behaviour and Environment (ASBET) which had been raised in a recent internal audit had been linked to problems with the case management system. The Community Safety and Enforcement Team was now using an alternative system; however, 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.

Reporting to decision-makers

Engagement with Corporate Directors and Cabinet Members

All Heads of Service were requested to clarify 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 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 the relevant Cabinet Members, 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.

Members were informed that the CMT report was vital in the context of upward reporting. The

Business Performance and Insight Team worked in collaboration with Directors to determine which indicators would be reported to CMT on a quarterly basis. There were some 97 indicators which were RAG (Red, Amber, Green) depending on the direction of travel. Subsequent reports would pick up changes and remedial action could be taken to address underperformance as necessary.

CMT Balanced Scorecard

In terms of the CMT Balanced Scorecard, the Head of Business Performance and Insight addressed the Committee confirming that:

1. All Members of the Corporate Management Team (Directors) attended CMT meetings chaired by the Chief Executive;
2. Prior to the meetings, Naveed Mohammed (Head of Business Performance and Insight) 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 Insight as a collective piece and included information across all service areas. 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 individual services. These measures were reviewed annually; however, there was room for flexibility and they could be reviewed more regularly dependent on need.
5. Metrics were drawn from the full spectrum of key services – Finance, Building Services, Procurement, Recycling, Repairs etc. 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 be consulted on this.

Members heard 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. Moreover, information could be requested on an ad hoc basis to support the needs of services.

Performance reporting to the overview and scrutiny function

In terms of performance reporting to the Select Committees, Members noted that this was currently somewhat limited in that performance updates were provided to Select Committees on an ad hoc basis at the request of the appropriate Committee. There was no regular reporting structure in place at present to ensure Select Committees were appraised of all updates relating to service areas within their remit / terms of reference.

Review of performance reporting and best practices

External advice

At one of the Committee's witness sessions, testimony was received from James Wigley, Managing Director – Key Intelligence UK. It was confirmed that Key Intelligence UK provided technical assistance when performance teams found that the toolkit they were using to extract 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 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. Finally, the data would be presented using Excel charts, narrative reports, tables etc. It was clarified that there was a limitation in the way warehouses had been designed hence they were good at extracting the data but not adept at finessing it. In the case of Hillingdon, a short-term capacity issue had been identified around reporting following the implementation of the Stronger Families Programme. Key Intelligence UK had been called in to assist with the urgent development of new reports and to provide a wider overview of social care reporting.

In response to their enquiries, Members heard that, compared to other London boroughs, Hillingdon had a smaller sized performance team with a strong knowledge of databases and business processes. However, it was recognised that some other boroughs 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 supplementary 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. It was further confirmed that, given a stronger data warehouse and SQLs, Hillingdon had the skillset to tell the story effectively. Members were advised that the Business Performance Team 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.

The future in terms of data collection, use and reporting

Members heard that the Council now appeared to be 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 well placed to perform more analysis of the data and tell the detailed story with less requirement to focus on data production and checking. The Committee learnt that, at the forefront of this change was the use of technology; there was an acceptance that LBH was now behind the curve both in relation to other local government and wider public sector peers. Initiatives being considered included the adoption of better tools such as Power BI that would facilitate key improvements including the following:

- Encouraging service ownership of data;

- Improvements in data visualisation and presentation to target audiences to make it easier to understand;
- 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 were based on the most current available data set);
- Improving data quality;
- Improving the capacity of the Council to overlay multiple datasets to understand patterns and co-dependencies (at present analysis was very much silo-based and any attempts to 'mash' data together a manual exercise); and
- Whilst not an immediate improvement – tools such as Power BI could help the Council make its first steps towards using data for predictive analytics. The Committee was informed that alternative options in terms of data tools to extract the data were currently being explored including, for instance Power BI.

The Committee's Findings

General conclusions

Performance Reporting

Having received detailed and comprehensive testimony from a variety of witnesses representing key departments across the Council, the Committee was pleased to note that a vast quantity of data was currently being collated across a wide range of services. Members observed that some services areas had made significant progress in utilising performance data to assist them with service monitoring and delivery and this was to be welcomed. Nevertheless, the Committee concluded that it was not always entirely clear how effectively the data was being used, analysed and reported across all services at present. The evidence received clearly demonstrated that there was undoubtedly scope for improvement in some areas and an exigency to work towards a more comprehensive and established regime of performance monitoring across the Council.

In addition to the above, having reviewed the evidence received in totality, Members concluded that there was an evident need for a consistent level of data reporting to key decision-makers; namely CMT, Cabinet Members and Select Committees, noting that Select Committees did not at present routinely receive regular high-level performance updates regarding services within their remit / terms of reference. Moreover, Members felt it essential that all data be presented in a visually comprehensible and user-friendly format with due consideration given to varying target audiences.

In respect of the CMT quarterly Balanced Scorecard, Members commented that this was a valuable reporting mechanism which was regularly reviewed and updated within service areas. The frequency of the Balanced Scorecard reporting was deemed appropriate; however, it was felt that it would be beneficial if Cabinet Members were able to have input into the metrics presented to CMT through the Balanced Scorecard to ensure the metrics could measure overall Council performance and drive strategic decisions.

Performance Culture

Through the evidence received, the Committee observed that teams / departments across the Council were not consistently au fait with the services provided by the Business Performance Team. Moreover, it was noted that, in terms of data quality, there were some areas of excellent practice whilst, in other areas, there appeared to be scope for improvement. In view of this, it was felt that service ownership of data was to be encouraged.

Members opined that a business performance structure incorporating a central team was to be welcomed. However, it was noted that there was scope for further improvement in relation to the level of awareness and understanding of data within the Council as a whole and how it could be used across the organisation. It was acknowledged that upskilling within the various departments across the Council to facilitate data / management information production within service areas would be extremely beneficial and was to be welcomed.

Performance Innovation

As the review progressed, Members noted that it would be helpful if data could be received in a more user-friendly format whereby users could have control of the data themselves thereby negating the need to rely on manual ad hoc reports produced by the Business Performance Team. Additionally, the Committee observed that automated reports were helpful in assisting with decision-making but rapidly became out-of-date. The ability to provide more timely information and, where possible, access to 'live' real-time data would be far preferable to enable decisions to be made based on the most current available data set. Moreover, it was noted that, at present, data for the CMT Balanced Scorecard report was input manually into a spreadsheet on a quarterly basis; the information would ideally be automatically populated from source data.

In respect of data innovation, the Committee believed that the Council was now in a good position to make a change; once officers had access to the required tools and the data had been organised correctly, the Business Performance & Insight Team would be well placed to perform more analysis of the data and tell the detailed story rather than focusing on data production and checking. Members recognised that Hillingdon was at present a little behind the curve in terms of relevant technology. It was considered that the adoption of better tools such as Power BI would facilitate key improvements and assist the Council in taking its first steps towards using data for predictive analytics. The Committee noted the need for the production and development of more intuitive data products; moving away from the current practice of static PDF and Excel documents thereby improving usability and encouraging automation.

The Committee's recommendations to Cabinet

Having conducted a thorough review of the status quo and having considered where the Council needed to be in respect of performance monitoring and reporting, Members were minded to propose a number of recommendations in relation to the review. It had been noted that there were improvements to be made in respect of the format and presentation of current reporting thereby ensuring its relevance and user-friendliness. Moreover, it had been observed that some reports were produced routinely but it was unclear whether they were still relevant and of use. It was therefore suggested that service heads and directors, in conjunction with Cabinet Members, be requested to conduct a thorough review of the current use of data within their areas.

In addition to the above, the Committee noted that Select Committees did not currently routinely receive regular high-level quarterly updates regarding services within their remit. It was felt that this would be highly beneficial to fully fulfil their statutory monitoring role, hence Members requested that this requirement be included in the recommendations further to the review.

Finally, with regards to reporting to CMT, the Committee held the view that Cabinet Members should be encouraged to have input into the metrics presented to CMT through the Balanced Scorecard to ensure they measured overall Council performance and drove strategic decisions appropriately.

On that basis, it is recommended that:

1

Performance Reporting

That the Business Performance Team and Service areas take into account the varying target audiences and organisational hierarchy for their performance reporting, thereby ensuring that performance outputs and information are presented in a relevant, user-friendly visual format for:

- a. **Cabinet – That service heads / directors, in conjunction with respective Cabinet Members, be requested to review the current use of data within their areas during 2022 – either for reporting purposes or to identify performance issues, considering regular monthly or quarterly performance updates to Cabinet Members;**
- b. **Select Committees – That from May 2022, subsequent to recommendation 1a. above, Select Committees also be presented with regular high-level quarterly performance updates regarding services within their remit / terms of reference, and that this be added to their multi-year work programmes;**
- c. **Corporate Management Team (CMT) – That Cabinet Members have input into the metrics presented to CMT through the quarterly Balanced Scorecard performance reporting to ensure they are able to measure overall Council performance and drive strategic decisions. Weekly and monthly dashboards should continue for Operational Heads but should be visible and reviewed in conjunction with the Leader/relevant Cabinet Members.**

In terms of Performance culture, the Select Committee observed that, within the Council, some service areas appeared to lack a thorough understanding of the role and remit of the Business Performance and Insight Team. Additionally, it was felt that the importance of exemplary data quality was not routinely prioritised sufficiently. With this in mind, Members recommended that the central Business Performance and Insight Team be retained as is and a series of measures be introduced aimed at raising awareness of the function of the Business Performance and Insight Team throughout the Council and highlighting the importance of data quality; such measures could include the dissemination of information via manager briefings, toolkits or other online internal information channels.

On that basis, it is recommended that:

2

Performance Culture

That awareness and understanding of the importance of data quality and of the services provided by the Business Performance Team be communicated comprehensively across Council departments during 2022, considering the use of manager briefings, toolkits or other online internal information.

As the review progressed, Members heard that Business Objects was the system currently used to extract information for large users of data such as Children’s Social Care, Adult Social Care and Housing. Said information was then manipulated manually by means of Excel spreadsheets. Members agreed that this was an onerous and cumbersome system which would benefit from updating and automation. As part of the review, the Committee had also received evidence from representatives of key areas within the Council, many of whom had highlighted the need for ‘live’ real-time data to assist them with their decision-making. Members noted that there were a number of ongoing digital transformation programmes within the Council and acknowledged that the next step would be to explore the options available in terms of bringing in new tools and ways of working – it was vital that the Council invested in the right products and that the data extracted was of value.

On that basis, it is recommended that:

3

Performance Innovation

That Corporate Procurement explore appropriate external software / systems during 2022, in conjunction with the Business Performance Team, that could be implemented or integrated to deliver tangible and cost-effective benefits. Particular focus should be placed on looking to assist the move away from traditional manual data manipulation to greater data automation, along with the availability of live data to decision-makers.

About the review - witnesses and activity

The following Terms of Reference were agreed by the Committee from the outset of the review:

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.

The Committee received evidence from the following sources and witnesses:

<p>Witness Session 1 – 7 September 2021</p>	<p>External witnesses:</p> <ul style="list-style-type: none"> • James Wigley – MD Key Intelligence (external consultant) <p>Council officers in attendance:</p> <ul style="list-style-type: none"> • Naveed Mohammed, Head of Business Performance and Insight
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**Witness Session 2 –
21 October 2021**

Council officers in attendance:

- Naveed Mohammed, Head of Business Performance and Insight
- Alex Coman, Director – Safeguarding, Partnerships and QA
- Kate Kelly-Talbot, Director of Service Delivery - Adult Social Work
- Rod Smith, Head of Housing and Tenancy Management
- Cathy Knubley, Head of Waste
- Richard Dawson, Interim Head of Community Safety and Enforcement

References

Local Government Association - Performance Management Councillor Workbook, March 2012

National Data Strategy [here](#) – Department for Digital, Culture, Media and Sport – published 8 July 2019; last updated 17 December 2019;

Greater London Authority – City Data Analytics Programme 2017 [here](#)

Local Government Association – Becoming an Intelligent Council – from July 2017 [here](#).

Review photo – PxHere.com - [here](#)

Examples of Reporting to Directorates which were presented to the Select Committee as evidence:

- *Weekly Report for Housing Services detailing the number of applications made on Locata, how many of those had proceeded and how many were outstanding;*
- *Charts from monthly Adults Teams dashboard which tracks activity against a range of KPIs;*
- *Children’s Services - monthly ChAT report used for operational management and to plan for inspection readiness.*
- *Quarterly London Innovation and Improvement Alliance report.*

Appendices

Extracts of current data reported to CMT to follow.

2022/23 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF CORPORATE, FINANCE & PROPERTY SELECT COMMITTEE

Contact Officer: Iain Watters
Telephone: 01895 556537

REASON FOR ITEM

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Corporate, Finance & Property Select Committee. Following consideration by Cabinet on 16 December 2021, these proposals are now under consultation, and the relevant proposals being discussed at the January cycle of the Select Committees.
2. Cabinet will next consider the budget proposals on 17 February 2022, and the report will include comments received from Select Committees. At the meeting on 17 February 2022 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2022/23. Subsequently, Council will then meet to agree the budgets and Council Tax for 2022/23 on 24 February 2022.
3. The Committee needs to consider the budget proposals as they relate to the relevant service areas within the Property & Infrastructure, Finance and Corporate Services & Transformation Cabinet Portfolios, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

RECOMMENDATIONS

4. It is recommended that the Committee notes the budget projections contained in the report and comments as appropriate on the combined budget proposals affecting the relevant service areas within the Property & Infrastructure, Finance and Corporate Services & Transformation Cabinet Portfolios, within the context of the corporate budgetary position.

General Fund Budget

Budget Strategy

5. Budget proposals for 2022/23 have been prepared in the context of a wider strategy addressing the five-year MTFP period through which service expenditure is to be managed within available resources. This is to be achieved through a combination of delivering efficiency savings, manageable increases in the Council Tax, and Fees and Charges, while maintaining General Balances at 2021/22 levels.
6. This budget strategy is based upon strong foundations, with the latest monitoring position for the 2021/22 financial year reporting a net underspend of £419k which will leave uncommitted General Balances at £26,520k entering the 2022/23 financial year. Of the £10,416k savings

Classification: Public

Corporate, Finance and Property Select Committee – 12 January 2022

within the 2021/22 budget, 79% are either already banked or track for delivery, with 12% at an earlier stage of implementation and potential risks on 9% - relating to the Leisure Centre management fee. Further information on this position is set out in the budget monitoring report also presented to Cabinet in December 2021, but it is expected that all 2021/22 savings will ultimately be banked in full.

7. Based on 1.8% per annum increases in the core Council Tax and 1% per annum increases in the Social Care Precept, funding available to support service expenditure is projected to grow by £32,034k to £270,279k between 2021/22 and 2026/27. A combination of inflation and demand-led pressures (including the on-going impacts of the COVID-19 pandemic), together with capital investment plans would require a £66,341k uplift in service expenditure. However, to date, a savings programme of £29,572k has been developed, enabling delivery of a balanced budget for 2022/23 and leaving a residual budget gap of £4,735k in later years of the MTF period.

Table 1: Budget Strategy

	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000
Total Resources	238,245	249,862	251,897	256,317	263,130	270,279
Total Service Expenditure	238,245	249,862	255,005	259,640	267,650	275,014
Budget Gap	0	0	(3,108)	(3,323)	(4,520)	(4,735)
<u>Of which, Service Expenditure in the remit of this committee:</u>						
Property & Infrastructure	6,478	6,817	6,901	5,675	5,748	5,821
Finance	16,745	17,756	18,257	18,513	18,983	19,469
Corporate Services and Transformation	25,305	25,451	25,916	26,506	27,115	27,741
Total	48,528	50,024	51,074	50,694	51,846	53,031

8. A significant factor affecting the development of this budget strategy is the on-going impact of COVID-19 on Council services and finances, with pandemic related costs over and above planned service expenditure of £31,492k in 2020/21 and £18,710k in 2021/22. While these extraordinary costs have been financed from specific grants to date, it is not expected that further funding will be forthcoming and on-going structural pressures emerging from the pandemic of £7,098k are contributing towards the overall budget gap by 2026/27.
9. Notwithstanding the additional challenge presented by the pandemic, this budget strategy does not rely upon use of General Balances to support service expenditure and therefore maintains these at £26,520k over the five-year MTF period. A review of the range of general risks affecting the Council indicates that the recommended level of uncommitted reserves should be between £15,000k and £32,000k.
10. In addition to General Balances, the Council holds Earmarked Reserves to manage specific risks, projects and cyclical expenditure commitments. At 31 March 2022, these are projected to total £30,185k, with £11,162k of this sum held to manage COVID-19 costs. This strategy

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limits budgeted releases from Earmarked Reserves to £10,108k, with £2,660k of previously planned releases and £7,448k COVID-19 funds being drawn down, leaving £20,077k of Earmarked Reserves on the balance sheet. Of this remaining balance, £4,164k is held to meet potential future COVID-19 costs.

11. This draft budget outlines £383,070k of proposed capital expenditure – including substantial investment in local infrastructure, a new leisure centre and delivery of significant additional SEND capacity in the borough’s schools – of which £121,746k is to be financed through borrowing.
12. Taken together with historic capital spending, this investment will result in the Capital Financing Requirement peaking at £311,768k in 2025/26 and declining thereafter. Of this peak borrowing requirement, £273,484k is expected to necessitate external borrowing, with £38,285k being financed through General Fund reserves and working capital.

Budget Proposals for the Corporate, Finance & Property Select Committee

13. Service expenditure will grow due to inflationary pressures, demand-led growth and other corporate items including capital financing costs. The below table sets out the impact of these expenditure movements across the Cabinet Portfolios within the remit of this Select Committee for 2022/23.

Table 2: Service Expenditure Budget Proposals

	2021/22	Inflation	Demand-led Growth	Corporate Items	Savings Proposals	2022/23
	£'000	£'000	£'000	£'000	£'000	£'000
Property & Infrastructure	6,478	400	0	0	(61)	6,817
Finance	16,745	1,461	0	0	(450)	17,756
Corporate Services and Transformation	25,305	1,526	0	0	(1,380)	25,451
Total Service Expenditure	48,528	3,387	0	0	(1,891)	50,024

14. Inflation: Cost pressures of £3,387k are projected against 2021/22 expenditure going into 2022/23, with material uplifts in relation to workforce budgets, contracted expenditure and energy costs. In line with wider MTFE modelling, inflation projections are predicated on CPI exceeding 4% during 2022/23 before returning to the Bank of England target rate of 2%.

Savings Proposals

15. As mentioned above, £10,381k of savings proposals have been incorporated into the draft budget for 2022/23, with £1,891k falling within the remit of this Select Committee, with details of these items at Cabinet Portfolio level discussed below.
 - i. Property & Infrastructure: Savings of £61k are planned from uplifts in Fees and Charges, with further savings of £1,576k considered for the following four years 2023/24 to 2026/27.

- ii. Finance: An in-hand review of the Exchequer and Business Assurance function is expected to secure £200k efficiency savings, with a further £150k from further centralisation and streamlining of transactional financial process, and £100k from a range of measures to minimise damage to the Council's vehicle fleet. A further saving of £200k is being considered for 2024/25 from market testing the Revenues and Benefits Team.
 - iii. Corporate Services and Transformation: Efficiency savings of £500k are planned from the on-going Review of Technical Administration, primarily through increased automation of business processes, with a further £415k savings linked to an in-hand review of Customer Contact which is focused upon digitisation and channel shift activity. A further £300k savings are expected from Democratic Services following implementation of the boundary review in May 2022, while £100k efficiency savings are planned from the BID Review of Business Support. Fees and Charges proposals are expected to secure £65k savings. A further £360k is expected over the following four years of the MTFE from a combination of a review of Customer Contact and inflationary increases in Fees and Charges.
16. Cross-Cutting Initiatives: A review of the Council's senior management structure is expected to deliver £608k savings, with a further £500k savings expected to be secured from future reviews and £75k additional income planned from reviewing advertising opportunities across the borough. An additional £5,924k has been incorporated in the budget strategy over the period 2023/24 to 2026/27 for further BID reviews, automation of processes and a review of the Council's management structure.

Capital Proposals

17. Capital investment of £383,070k over the period 2021/22 to 2026/27 has been incorporated into the wider General Fund budget strategy set out within this report, with £215,689k investment in major projects, primarily delivering new or expanded infrastructure, and £158,464k investment in recurrent programme of works, ensuring that existing infrastructure is maintained and improved. An overview of these investment plans is detailed in appendix A8 that accompanied the Consultation Budget Report presented at December Cabinet.

Table 3: General Fund Capital Programme by Cabinet Portfolio

	Major Projects £'000	Programme of Works £'000	Total £'000
Total Capital Programme	215,689	158,464	383,070
<u>Of which, Service Expenditure in the remit of this committee:</u>			
Property & Infrastructure	145,473	49,856	195,329
Finance	0	8,485	8,485
Corporate Services and Transformation	0	5,166	5,166
Total	215,689	158,464	374,153

18. Further to the overview presented above, the below section sets out the Capital Proposals within the remit of this Select Committee.
19. Property and Infrastructure: £145,473k investment in new and expanded infrastructure features £36,670k on the new Yiewsley Leisure Centre due to complete in 2024/25, £35,000k on the redevelopment of the Uxbridge Civic Centre to provide a modern base for Council services and release land for housing delivery or other uses, £26,501k spending on replacement outdoor leisure facilities to replace those displaced by HS2, £25,000k investment in initiatives to reduce the borough's carbon footprint and £20,000k funding for Hillingdon First Limited to deliver high quality homes. In addition, major projects to deliver new libraries in Yiewsley and Northwood as part of wider developments, and a range of new investment in other Council assets have been included in this budget.
20. Complementing major projects investment is £49,856k programme of works spend, including £22,168k works to improve the fabric of the borough's existing schools, £11,739k investment in adaptations for residents through the Disabled Facilities Grant Programme and cyclical renewal of the Council's existing asset base, ensuring that this remains fit for purpose.
21. Finance: Capital investment of £8,485k focuses upon the programmed renewal of the Council's vehicle fleet.
22. Corporate Services and Transformation: Funding of £3,966k for the cyclical replacement and upgrade of critical ICT infrastructure and £1,200k investment in the Older People's Initiative.

BACKGROUND PAPERS

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAST 2022/23 - 2026/27, presented to 16 December 2021 Cabinet Meeting

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Prior Year Budget	Project	2021-2027 Project Budget			Total Capital Programme		
		Live Project Budget	Grants and Contributions	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000		£'000	£'000	£'000	£'000	£'000	%
	Major Projects						
	<u>Property and Infrastructure</u>						
1,374	New Yiewsley Leisure Centre	35,296	(1,500)	(33,796)	36,670	36,670	100%
0	Motor Vehicle Workshop	517	0	(517)	517	28	5%
789	Hillingdon Watersports Facility	25,712	(25,712)	0	26,501	5,055	19%
8,469	Hayes Town Centre Improvements	1,155	(856)	(299)	9,624	8,537	89%
1,255	Yiewsley / West Drayton Community Centre	745	0	(745)	2,000	2,000	100%
242	Uxbridge Mortuary Extension	2,156	0	(2,156)	2,398	1,900	79%
276	Battle of Britain Underground Bunker	1,279	0	(1,279)	1,555	384	25%
2,028	Uxbridge Change of Heart	60	(54)	(6)	2,088	2,088	100%
0	Botwell Leisure Centre Football Pitch	200	0	(200)	200	0	0%
10,142	Housing Company Financing	9,858	0	(9,858)	20,000	12,419	62%
0	Woodside Development	2,575	0	(2,575)	2,575	0	0%
8	Refurbishment of Asha Day Centre	604	0	(604)	612	0	0%
161	Battle of Britain Bunker & Visitor Centre Enhancements	100	0	(100)	261	172	66%
2,556	Cedars & Grainges Car Park Improvement Works	115	0	(115)	2,671	2,670	100%
0	Appropriation of Townfield to General Fund	100	0	(100)	100	0	0%
0	Yiewsley Library	1,400	0	(1,400)	1,400	0	0%
0	Northwood Hills Library	901	0	(901)	901	0	0%
0	Civic Centre Project	35,000	0	(35,000)	35,000	0	0%
0	Carbon Zero Initiatives	25,000	0	(25,000)	25,000	0	0%
0	New Years Green Lane Extension	2,000	0	(2,000)	2,000	0	0%
0	Flood Alleviation - Bessingby Park	200	0	(200)	200	0	0%
0	Parking Improvements Schemes	500	0	(500)	500	0	0%
27,300	Total Major Projects	145,473	(28,122)	(117,351)	172,773	71,923	42%

Prior Year Budget	Project	2021-2027 Project Budget			Total Capital Programme		
		Live Project Budget	Grants and Contributions	Council Resources	Total Project Budget	Total Released Budget	Percentage Released Budget
£'000		£'000	£'000	£'000	£'000	£'000	%
	Programme of Works						
	<u>Property and Infrastructure</u>			0			
N/A	Libraries Refurbishment Programme	468	0	(468)	468	345	74%
N/A	Bowls Clubs Refurbishments	125	0	(125)	125	125	100%
N/A	Sports Clubs Rebuild / Refurbishments	600	0	(600)	600	0	0%
N/A	Property Works Programme	7,239	(118)	(7,121)	7,239	1,368	19%
N/A	Civic Centre Works Programme	3,903	0	(3,903)	3,903	1,014	26%
N/A	Leisure Centre Refurbishment	3,059	0	(3,059)	3,059	701	23%
N/A	School Building Condition Works	22,168	(21,426)	(742)	22,168	1,337	6%
N/A	Harlington Road Depot Improvements	555	0	(555)	555	263	47%
N/A	Disabled Facilities Grant	11,739	(11,739)	0	11,739	906	8%
N/A	Section 106 Financing	0	(1,000)	1,000	0	0	0%
N/A	HS2 Amenity Fund	0	(2,000)	2,000	0	0	0%
	<u>Finance</u>						
N/A	Purchase of Vehicles	8,485	(487)	(7,998)	8,485	3,746	44%
	<u>Corporate Services and Transformation</u>						
N/A	Corporate Technology and Innovation	3,966	0	(3,966)	3,966	1,258	32%
N/A	Older Peoples Initiatives	1,200	0	(1,200)	1,200	231	19%
	Total Programme of Works	63,507	(36,770)	(26,737)	63,507	11,294	18%

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
	Major Projects							
	<u>Property and Infrastructure</u>							
1,374	New Yiewsley Leisure Centre	2,450	17,097	14,050	1,114	585	0	35,296
0	Motor Vehicle Workshop	50	457	10	0	0	0	517
789	Hillingdon Watersports Facility	6,000	10,510	5,602	3,600	0	0	25,712
8,469	Hayes Town Centre Improvements	1,155	0	0	0	0	0	1,155
1,255	Yiewsley / West Drayton Community Centre	721	24	0	0	0	0	745
242	Uxbridge Mortuary Extension	970	1,186	0	0	0	0	2,156
276	Battle of Britain Underground Bunker	250	1,029	0	0	0	0	1,279
2,028	Uxbridge Change of Heart	60	0	0	0	0	0	60
0	Botwell Leisure Centre Football Pitch	0		0	0	0	0	0
10,142	Housing Company Financing	8,000	1,858		0	0	0	9,858
0	Woodside Development	0	0	2,575	0	0	0	2,575
8	Refurbishment of Asha Day Centre	44	547	13	0	0	0	604
161	Battle of Britain Bunker & Visitor Centre	100	0	0	0	0	0	100
2,556	Cedars & Grainges Car Park Works	115	0	0	0	0	0	115
0	Appropriation of Townfield to General Fund	0	0	100	0	0	0	100
0	Yiewsley Library	0	420	840	140	0	0	1,400
0	Northwood Hills Library	0	270	541	90	0	0	901
0	Civic Centre Project	0	5,000	20,000	10,000	0	0	35,000
0	Carbon Zero Initiatives	0	5,000	5,000	5,000	5,000	5,000	25,000
0	New Years Green Lane Extension	0	500	1,300	200	0	0	2,000
0	Flood Alleviation - Bessingby Park	0	200	0	0	0	0	200
0	Parking Improvements Schemes	0	500	0	0	0	0	500
27,300	Total Major Projects	19,915	44,598	50,030	20,144	5,585	5,000	145,273

Prior Year Budget £'000	Project	Project Budget						Total £'000
		2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	
	Programme of Works							
	<u>Property and Infrastructure</u>							
N/A	Libraries Refurbishment Programme	468	0	0	0	0	0	468
N/A	Bowls Clubs Refurbishments	125	0	0	0	0	0	125
N/A	Sports Clubs Rebuild / Refurbishments	600	0	0	0	0	0	600
N/A	Property Works Programme	2,496	1,677	1,208	1,090	306	462	7,239
N/A	Civic Centre Works Programme	1,915	671	384	499	384	50	3,903
N/A	Leisure Centre Refurbishment	2,404	655	0	0	0	0	3,059
N/A	School Building Condition Works	3,322	4,298	3,637	3,637	3,637	3,637	22,168
N/A	Harlington Road Depot Improvements	555	0	0	0	0	0	555
N/A	Disabled Facilities Grant	1,009	2,146	2,146	2,146	2,146	2,146	11,739
N/A	Section 106 Financing	0	0	0	0	0	0	0
N/A	HS2 Amenity Fund	0	0	0	0	0	0	0
	<u>Finance</u>							
N/A	Purchase of Vehicles	3,821	3,561	469	634	0	0	8,485
	<u>Corporate Services and Transformation</u>							
N/A	Corporate Technology and Innovation	1,258	100	975	1,002	497	134	3,966
N/A	Older Peoples Initiatives	200	200	200	200	200	200	1,200
	Total Programme of Works	18,173	13,308	9,019	9,208	7,170	6,629	63,507

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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Corporate, Finance and Property Select Committee - 24 November 2021

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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Corporate, Finance and Property Select Committee - 24 November 2021

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

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>
Page 49	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

Classification: Public

Corporate, Finance and Property Select Committee – 12 January 2022

- [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 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 - 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)
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			Private (3)
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			Private (3)
SI	Voluntary Sector Leases Report	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michele Wilcox			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public

Cabinet Member Decisions expected - January 2022

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
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Cabinet meeting - 17 February 2022 (report deadline 2 February)

110	Lift Refurbishment and Upgrade at Fairlie House and The Gouldings, Uxbridge	Cabinet will consider the award of a contract and associated capital release for the refurbishment and upgrade of 4 lifts at Fairlie House and The Gouldings tower blocks in Uxbridge Town Centre.	Uxbridge South		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - John Phillips / Gary Penticost		NEW ITEM	Private (3)
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

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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Ref	Decision	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)
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			Private (3)
47	The Schools Budget 2022/23	Cabinet will be 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
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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
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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 Council Departments: PE = Planning, Environment, Education & Community Services IT = Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD = Finance

106	Electrical Testing, Repairs and Upgrade Contracts Borough Wide	Cabinet will consider a tender for the Electrical Testing, Repairs and Upgrades Contract within the Council's Housing Stock & Corporate Properties.	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT / FD - John Philips / Michael Breen		NEW ITEM	Private (3)
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	Corporate, Finance & Property	FD - Paul Whaymand			Public
SI	Voluntary Sector Leases Report	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	Corporate, Finance & Property	IT - Michele Wilcox			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	TBC	CR&T - TBC	TBC		Public

Cabinet Member Decisions expected - June 2022

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 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)

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			Public
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Upcoming Decisions

Further details

Ward(s)

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

SI	Voluntary Sector Leases Report	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michael Patterson / 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 - September 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 - October 2022 (date to be confirmed)

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 - October 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 - November 2022 (date to be confirmed)

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

Cabinet Member Decisions expected - November 2022

Ref **Upcoming Decisions**

Further details

Ward(s)

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

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
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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		Clr Ian Edwards - Leader of the Council	TBC	CS&T - Democratic Services	TBC		Public / Private
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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		Clr Douglas Mills - Corporate Services & Transformation / Clr 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
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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		Clr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Mike Paterson			Private (3)
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SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc		Clr Ian Edwards - Leader of the Council / Clr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michele Wilcox			Private (1,2,3)
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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		Clr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
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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	The purchase of ex Council properties or new private properties for the Council's housing supply	The Leader of the Council may determine, as and when required, the purchase of new properties using HRA capital funds to increase the affordable housing stock within the Borough. Such acquisitions will be reported back to Cabinet.	TBC		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Perry Scott			Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	CS&T - Democratic Services			Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Jonathan Bianco	Corporate, Finance & Property	various			Private (1,2,3)
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various			Private (1,2,3)
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member	TBC	various			Private (3)
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 = Standard Item 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	Appeals in relation to business rates (NNDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Maureen Pemberton			Private (1,2,3)
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 Council Departments: PE = Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD = Finance

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

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

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

Implications on related Council policies

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

How this report benefits Hillingdon residents

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

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

Multi Year Work Programme

May 2021 - April 2022

2021

2022

Corporate, Finance and Property Select Committee	June 3	July 20	August No meeting	September 7	October 21	November 24	December No meeting	January 12	February 2	March 2	April 20
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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	
All Select Committee Budget Response	X		X		X		X		X		X	
Cabinet Forward Plan Monthly Monitoring	X		X		X		X		X		X	

One-off service monitoring

The Council's Engagement with the Armed Forces	X											
How the Council helps local small businesses with their procurement processes							X					
Disability Access in Public Buildings			X									
Hillingdon Digital Connectivity Strategy *					X							
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	
Corporate Communications											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	08-Jul-21		24-Aug-21	08-Oct-21	12-Nov-21		21-Dec-21	21-Jan-21	18-Feb-21	08-Apr-21
Agenda published	26-May-21	12-Jul-21		27-Aug-21	13-Oct-21	16-Nov-21		04-Jan-22			

* Perry Scott and Sajad Rashid

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