



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, 2
FEBRUARY 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

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

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Corporate, Finance & Property Services Select Committee

Membership

7 Councillors appointed on a proportional basis.

Terms of Reference

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

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

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

- Resident Experience
- Strategic Partnerships
- Community Engagement

Agenda

- 1 Apologies for absence
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 8
- 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 Draft Budget Proposals 2022/2023 - Comments from Select Committees 9 - 18
- 6 Energy Efficiencies in the Civic Centre 19 - 20
- 7 Forward Plan 21 - 34
- 8 Work Programme 35 - 38

Minutes

CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

12 January 2022

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



	<p>Committee Members Present: Councillors Richard Mills (Chairman), Vanessa Hurhangee (Vice-Chairman), Lindsay Bliss, Farhad Choubedar, Tony Eginton (Opposition Lead) and Richard Lewis</p> <p>Also Present: Councillor Steve Tuckwell</p> <p>LBH Officers Present: Sarah Hollingsworth, Naveed Mohammed (Head of Business Performance & Insight), Liz Penny (Democratic Services Officer) and Iain Watters (Head of Finance - Financial Planning, Capital, Treasury & Systems)</p>
51.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Raymond Graham with Councillor Steve Tuckwell substituting.</p>
52.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
53.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting dated 24 November 2021 be agreed as an accurate record.</p>
54.	<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>
55.	<p>REVIEW: DRAFT FINAL REPORT - PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL (<i>Agenda Item 5</i>)</p> <p>Further to its review of Performance Monitoring and Reporting in Hillingdon Council, the draft final report was considered by the Committee. At the request of Members, it was agreed that recommendation 1b) be amended to omit the work 'regular'. The revised recommendation would read '...Select Committees also be presented with high-level quarterly performance updates...' It was further agreed that the word 'considering' in recommendation 2) be replaced with 'including'. The revised recommendation would</p>

read ‘...including the use of manager briefings, toolkits or other online internal information.’ Finally, at the request of Members, it was agreed that recommendation 1a) be separated into two parts for the purposes of clarity:

1a)i) 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;

1a)ii) That service heads / directors consider regular monthly or quarterly performance updates to Cabinet Members.

In response to their requests for clarification, Members heard that, once the recommendations were implemented, all data provided to Select Committees would be made publicly available on the Council’s website via the meeting minutes.

With regards to recommendation 3), the Committee was advised that the usual process for procuring any new system would involve the Business Performance Team putting together a business case and working in collaboration with both IT and Corporate Procurement.

RESOLVED That the Corporate, Finance and Property Select Committee:

- 1. Agreed the draft final report and recommendations in principle, subject to the agreed amendments to recommendations 1 and 2, and endorsed its submission to Cabinet for due consideration; and**
- 2. Delegated 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.**

56. 2022/23 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF THE CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE (Agenda Item 6)

Iain Watters, Head of Finance – Financial Planning, Capital, Treasury & Systems, introduced the 2022/23 budget proposals report for services within the remit of the Corporate, Finance and Property Select Committee.

Members were informed that, following consideration by Cabinet on 16 December 2021, the budget proposals were now out for public consultation and were being presented to the relevant Select Committees in January 2022.

In terms of the Budget Strategy, the Committee heard that funding levels were based on the outputs set out in the Chancellor’s spending review in October 2021. Based on a 1% per annum increase in the Social Care Precept and a 1.8% per annum uplift in core Council tax, funding available to support service expenditure in the Borough was projected to grow by £32,034k to £270,279k between 2021/22 and 2026/7. However, it was noted that, over the same period, there would be increased demand on services (partly related to the Covid-19 pandemic), additional inflationary pressures and a need to support capital investment which would add some £66m to the Council’s costs. In light of this, there would be a gap of approximately £34m to bridge over a 5-year period. Members heard that work to date had identified some £30m of savings to balance the budget leaving a gap of £4,735k to be identified in later MTFF cycles. There was no reliance on General Balances to bridge the gap.

The Committee was informed that Covid-19 had had a significant impact on the budget; pandemic related costs over and above planned service expenditure had totalled over £32m in 2020/21 and approximately £19m in 2021/22. These additional costs had been funding through external Government support to date; however, it was recognised that the pandemic would continue to impact on services in the future and it was not expected that further funding would be forthcoming.

It was confirmed that General Balances were set to stay within the recommended range at £26m over the five-year MTFF period. The draft budget outlined £383m of proposed capital expenditure over the MTFF period including substantial investment in local infrastructure, delivery of additional high needs school places, redevelopment of the Civic Centre and £25m for the carbon reduction agenda. Members heard that the peak level of borrowing in the MTFF period would be £311m; this had been factored in to the budget plans.

The Committee was advised that a significant inflationary increase was expected between 2021/22 and 2022/23 which would particularly impact on the services under the Corporate, Finance and Property Select Committee since the centralised energy and fuel budgets sat within its remit. In terms of savings, £10,381k of savings proposals had been incorporated into the draft budget for 2022/23, with £1.9m falling within the remit of the Corporate, Finance and Property Select Committee.

Members enquired how the inflationary increases set out in Table 2 had been calculated as these were not consistent. Members also noted that the figure for fuel inflation seemed low. It was confirmed that different levels of inflation had been applied to different areas of spend hence the variations in inflation levels. In terms of the 14% for fuel inflation, the Committee was informed that an inflationary uplift of 7/8% from the previous year had been included with another 14% being built on top of this.

Members noted that the budget report appeared shorter than previous reports with less information provided regarding the strategy, calculations of changes and details of the proposed savings. Moreover, there appeared to be a lack of detail regarding capital projects. Some Councillors felt that the lack of information provided could discourage meaningful consultation especially for residents who did not have the opportunity, as elected members did, to ask questions.

Further to the Committee's queries regarding the inflation figure for workforce expenditure (1.5%) which seemed low given current levels of inflation and those projected for the future, it was confirmed that the figures had been based around Bank of England projections and would be kept under review - any future changes would be factored in.

With regards to the savings set out on page 34 of the agenda pack, Members noted that a review of the Exchequer and Business Assurance function was expected to secure £200k efficiency savings. Concerns were expressed that, if this involved a reduction in the Corporate Fraud Team, there was a risk that the amount recovered could go down. In response to this, the Committee was informed that most of the savings would come from the Exchequer area of the service – particularly from the planned service review following on from robotics automation work within the Council. It was further clarified that the planned £150k savings from streamlining of transactional financial processes were separate to this – they were also linked to automation but related to purchase to pay systems etc.

In respect of the £100k savings to be made from measures to minimise damage to the

Council's vehicle fleet, Members enquired how this could be achieved at no extra cost. It was confirmed that these savings related to measures including training and the refocussing of training budgets within the fleet service to apply them in different ways. Investment in trackers in vehicles would enable management to direct training better.

In relation to technical administration and customer contact, Members noted significant planned efficiency savings and requested clarification as to the total budget for these services and how the savings could be achieved. The Head of Finance - Financial Planning, Capital, Treasury & Systems confirmed that technical administration savings would be achieved by bringing together disparate functions. In terms of customer contact, in future residents would be able to source information more readily online without needing to call in. He agreed to check the budget figures and confirm to Democratic Services for the minutes (*following the meeting it was confirmed that the 500k planned efficiency savings from the on-going review of technical administration represented 13.5% of the current £3,712k service budget and the 415k savings linked to the in-hand review of customer contact represented 13.3% of the current £3,129k budget for the Customer Contact centre*).

In response to queries regarding the £300k savings to Democratic Services, it was confirmed that these would be achieved by a reduction in the number of Councillors following upcoming elections and reductions in back office support.

Councillors noted a budget of £35m for Civic Centre work and enquired what this entailed. In response to this the Committee was advised that this budget was for planned modernisation of the Civic Centre which would lower its carbon footprint – the intention was to make better use of the land on the site which would generate income to offset most of the costs. The £35m was an indicative figure only at this stage. It was confirmed that the additional budget of £25m for carbon reduction as set out in the report was to support the Council's wider net zero ambition by other means. Extra Government funding was also expected to support this.

In response to Councillors' further requests for clarification, it was confirmed that a facility for watersports was still planned to replace HOAC. This would be funded by HS2 funding and the figures represented the latest and best budget estimates. In relation to funding for Botwell Leisure Centre, an error on page 39 of the agenda pack was noted and it was confirmed that there was a budget of £200k for this as shown on page 37 of the pack. Members heard that the Woodside Development budget of £2.575m in 2023/24 related to a planned housing development.

The Chairman read out the following proposed budget comments to be submitted to Cabinet on behalf of the Corporate, Finance and Property Select Committee "The committee notes and welcomes the overall budget from officers and recognises their ongoing work in delivering a balanced budget following the continued inflationary and demand-led pressures from the Covid-19 pandemic.

With regards to the areas within the Corporate, Finance and Property Select committee's remit, savings will be achieved through streamlining of transactional financial processes and automation of business processes. Not only will these deliver savings, but also deliver technological enhancements that will improve efficiencies in services. The Committee also notes the significant capital investment planned to deliver facilities across the north and south of the Borough for our residents, as well as major steps to reduce the Council's carbon footprint."

Members were happy with these comments but requested the addition of an opening

sentence to highlight the fact that there was less information provided in the budget reports this year than had previously been the case. It was agreed that the wording of this additional sentence be delegated to the Democratic Services Officer to sign off with the Chairman in consultation with the Labour Lead.

RESOLVED:

- 1. That the Committee noted the budget projections contained in the report and commented 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; and**
- 2. That the final wording of the additional sentence relating to the Select Committee's budget comments be delegated to the Democratic Services Officer to sign off with the Chairman in consultation with the Labour Lead.**

57. **WEBSITE PERFORMANCE AND IMPROVEMENT** (*Agenda Item 7*)

Sarah Hollingworth, Transformation Lead, introduced the report advising Members that the website was a key part of the Council's digital strategy. There was a lot of work going on behind the scenes to increase functionality and the website had two key purposes –to provide information and advice and to handle simple transactions for residents 24/7.

The Committee was advised that a lot of time and energy had been invested in changing the platform to GOSS and migrating information into the new framework. Whilst undertaking this exercise, the content had also been refreshed. It was acknowledged that local authorities were generally good at using their websites to convey statutory information, but this was not necessarily what residents wanted or needed. The revised website was more straightforward and had been aligned to the type of queries residents generally raised. For transactions, ideally the information captured would go directly through to the relevant back-office team who would process the request; however, this required a number of different systems to link up behind the scenes.

Members heard that the aim was to ensure residents had their needs met 24/7, not solely when the telephone lines were open. A more data led approach to decision making was being taken. Analysis of the type of contacts residents made to the Contact Centre enabled officers to rephrase the information on the website thereby reducing the need for people to call in; an example of this was in relation to housing repairs whereby it was found that a large proportion of calls did not result in a repair being made as the request was not the Council's responsibility. Information on the website had been updated to set out tenant / Council responsibilities more clearly.

Councillors were informed that My Account had been part of the first wave of changes. The functionality had been created in the GOSS system and linked to Hillingdon First cards. Members heard that previously residents had needed to log in to their accounts to raise a request online but were now able to raise one without logging in. However, it was noted that residents could not track their requests if they did not submit them via their accounts.

It was confirmed that changes were now being made to make it easier for residents to navigate the website. The aim was to make the website more efficient and interactive - chat bots were to be trialled for Waste Services to answer residents' questions quickly.

A recent project in Housing reviewing the customer pathway identified that the Council received a large number of contacts from people checking that their rent payments been received. Officers were considering ways to present this information back to the resident via the website thereby reducing waiting times and anxiety.

The Committee was informed that work was underway to link the information typed in by a resident directly to the back-office databases thereby facilitating a more streamlined process which would enable efficiencies and savings around business administration. It was felt that staff would then be able to focus on and respond to queries directly which would be more rewarding work and more efficient for the resident enabling faster response times. Following requests for clarification from the Committee, it was confirmed that user groups were utilised to assist in testing the website pathways and would be used increasingly in the future. Moreover, there was an option on most webpages for residents to give feedback. Members noted that, in the past, it had been possible for housing tenants to log in to their service accounts and view what had been paid and what was outstanding. It was confirmed that it was still possible to check an outstanding balance on My Account before making a payment. It was agreed that the Transformation Lead would investigate this to establish whether a further level of detail was available and would feed back to Democratic Services.

Members observed that some residents had experienced difficulties in signing up to the new My Hillingdon Account. It was noted that 40,000 residents had successfully registered; however, the Committee was interested to know whether it was possible to ascertain how many people had been unsuccessful in doing so. It was agreed that the Transformation Lead would investigate this further and confirm with Democratic Services what percentage of those who had had an account previously had managed to re-create one (whilst noting that there would have been a number of inactive accounts).

Councillors welcomed the new website noting that it was generally much improved particularly when accessed on mobile phones. However, it was noted that a lot of information had not yet been brought through into the new site and some links were not working or linked directly to the old website. It was noted that the link for Ruislip Woods was unavailable. Also, information for young people appeared to be missing and the details of Young People's Centres were out of date.

In response to this, Members were advised that work in relation to missing links was ongoing. In terms of young people, it was possible that some information had not yet been migrated across – possibly because the information was outdated and needed to be refreshed based on recent questions and queries. It was agreed that the Transformation Lead would explore this further and would have a look at the section on Young People's Centres in particular. It was likely that all this information would be refreshed and reinvigorated in the near future.

The Committee observed that Members were high users of the Council's website and enquired how Councillors could report any feedback re. broken links etc. It was confirmed that a link was available on each page of the website through which such issues could be reported to the web team. The Transformation Lead would liaise with Democratic Services to provide an example of this.

Finally, it was noted that the information on the website regarding support to Local Businesses with links to the Chamber of Commerce and other organisations appeared to be missing. The Transformation Lead agreed to investigate this further.

RESOLVED:

	<ol style="list-style-type: none"> 1. That the Transformation Lead explore whether a further level of detail was available in relation to housing tenants' service accounts (to show what had been paid and what was outstanding) and feed back to Democratic Services; 2. That the Transformation Lead confirm to Democratic Services the percentage of residents who had an account previously that had managed to re-create one; 3. That the Transformation Lead liaise with Democratic Services to provide an example of a link on the website via which issues could be reported to the web team; 4. That the Select Committee noted the development work that had been completed on the Council's website; and 5. That the Select Committee noted the ongoing improvements to the website and other resident contact technology currently being delivered through BID's Digital Transformation projects.
58.	<p>FORWARD PLAN (<i>Agenda Item 8</i>)</p> <p>Members requested further information regarding item ref. 110 on the Cabinet's Forward Plan in relation to Lift Refurbishment and Upgrade at Fairlie House and The Gouldings, Uxbridge. It was believed that refurbishments had recently been undertaken and Members were keen to understand why these were being done again. It was agreed that Democratic Services would speak to Gary Penticost to request additional information on this.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That additional information re. item 110 on the Forward Plan be requested by Democratic Services; and 2. That the Corporate, Finance and Property Select Committee noted the Cabinet Forward Plan.
59.	<p>WORK PROGRAMME (<i>Agenda Item 9</i>)</p> <p>In response to Members' requests for clarification it was confirmed that all Select Committees' budget response comments would be received by the Corporate, Finance and Property Select Committee at its next meeting on 2 February 2022.</p> <p>RESOLVED: That the Corporate, Finance and Property Select Committee considered the report and agreed any amendments.</p>
	<p>The meeting, which commenced at 7.30 pm, closed at 8.35 pm.</p>

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

DRAFT BUDGET PROPOSALS 2022/23: COMMENTS FROM SELECT COMMITTEES

Committee name	Corporate, Finance & Property Select Committee
Officer reporting	Liz Penny, Democratic Services
Papers with report	Appendix A - Relevant draft minute extracts from individual Select Committee meetings.

HEADLINES

This report includes the full set of Select Committee comments on Cabinet's draft budget proposals, which are to be considered by the Committee and submitted to Cabinet.

RECOMMENDATIONS:

That the Corporate, Finance and Property Select Committee:

- 1. Considers the formal comments on the Cabinet's budget proposals from the other three Select Committees, seeking clarification if necessary;**
- 2. Agrees its own final comments on the Cabinet's budget proposals for submission; and,**
- 3. Subject to the above, submits a combined set of formal Select Committee comments to Cabinet for consideration.**

SUPPORTING INFORMATION

As part of the Constitution (Budget and Policy Framework Procedure), select committees have a statutory role to review the Cabinet's draft budget proposals, which were set out at Cabinet on 16 December 2021. This opportunity enables Councillors, who are not in the Cabinet, to provide input or comment on aspects of the budget for the ensuing year.

At each select committee in January 2022, consideration was given to the relevant part of the Cabinet's budget proposals pertaining to that committee's remit. Members sought clarification from finance officers present and then agreed to provide formal comments on behalf of that committee to the Cabinet, whether agreed at the meeting or delegated to finalise after the meeting.

It is the role of the Corporate, Finance and Property Select Committee to now consider these comments and provide a combined response back to Cabinet on behalf of all the select committees. Comments received are detailed in the table below.

For Members' broader understanding of what was discussed and scrutinised at these meetings relating to the budget, an extract of the draft minutes of each committee is attached as Appendix A for information only.

Proposed formal comments from select committees on Cabinet's 2022/23 budget proposals:

Select Committee	Comments
Families, Health & Wellbeing Select Committee 5 January 2022	<p>The Committee recognised the uncertainties associated with the final outcome of discussions with the DfE over the Safety Valve Agreement, in relation to the Dedicated Schools Grant deficit.</p> <p>It was noted that the Committee would regularly monitor this matter through its scrutiny responsibilities, and should there be no agreement, the Committee would wish to address the broader implications of this for the Dedicated Schools Budget and in respect of the Council's current budgetary position.</p> <p>However, the Committee welcomed budget proposals to increase investment into services to reflect market and demand led pressures, as well as the emphasis on service transformation with preventative measures across both portfolios to help address demand and improve outcomes for residents. The capital proposals for investment in school places, including SEND were also welcomed.</p>
Public Safety & Transport Select Committee 18 January 2022	<p>The Public Safety and Transport Select Committee welcomed the well-constructed and sound budget proposals for the services under the Select Committee's remit. It was noted that the budget addressed the uncertainty posed by the Covid-19 pandemic and the medium-term financial forecast demonstrated a sustainable road ahead.</p> <p>Proposals were particularly welcomed for investment in Street Lighting Works, Highways Structural Works and the maintenance of the CCTV Programme.</p> <p>The Committee noted that the reduced budget in a number of works programmes from 2021/22 to 2022/23 was primarily attributed to a significantly heightened spend in 2021/22 as a result of the Covid-19 pandemic. Many Council services had been subject to restrictions throughout the 2020/21 financial year and a catch up spend was required in 2021/22.</p> <p>The Committee accepted that reviewed fees and charges would deliver efficiency savings and wished to highlight that they remained significantly more favourable than other neighbouring boroughs. Finally, the Committee also wished to acknowledge that the final Transport for London settlement was currently</p>

Classification: Public

Corporate, Finance and Property Select Committee – 2 February 2022

	unknown and may require an in-year budget amendment.
Environment, Housing & Regeneration Select Committee 20 January 2022	<p>The Committee noted that it was gratifying to see that, despite the financial pressures faced by the Council as a result of rising inflation, increasing demand for services, and the ongoing impact of the COVID-19 pandemic, the Council was able to maintain adequate funds for projects and services for residents, including a programme of activity around homelessness prevention, investment in the Chrysalis programme, renewal of estates and playgrounds, and the delivery of more than 100 new homes per annum to support increasing demand for social housing within the Borough.</p>
Corporate, Finance & Property Select Committee 12 January 2022 and 2 February 2022	<p>In accordance with a corporate change in approach, it was noted that Members had received an abridged version of the budget proposal report compared to that presented to the Committee in previous years. A request for a more detailed report was noted by the Committee.</p> <p>The Committee noted and welcomed the overall budget from officers and recognised their ongoing work in delivering a balanced budget following the continued inflationary and demand-led pressures from the Covid-19 pandemic.</p> <p>In regard to the areas within the Corporate, Finance and Property Select Committee's remit, it was noted that savings would be achieved through streamlining of transactional financial processes and automation of business processes. Not only would these deliver savings, but also technological enhancements that would improve efficiencies in services.</p> <p>The Committee also noted the significant capital investment planned to deliver facilities across the north and south of the Borough for Hillingdon residents, together with major steps to reduce the Council's carbon footprint.</p>

DRAFT MINUTES EXTRACT OF BUDGET DISCUSSIONS

Below are the draft minutes detailing the broader discussion and scrutiny of the Cabinet's budget proposals for 2022/23:

Families, Health & Wellbeing Select Committee - 5 January 2022

The Head of Finance – Business Partnering and Transformation and the Corporate Director for Planning, Environment, Education introduced the report detailing the draft revenue budget and capital programme for the services within the remit the Committee.

Key points from the report were highlighted, including details of the financial pressures generated by the ongoing Covid-19 pandemic and the additional funding received from government, together with earmarked Council reserves, in order to manage such pressures.

Budget proposals for 2022/23 had been prepared in the context of a wider strategy addressing the five-year MTFF period. The latest monitoring position for the 2021/22 financial year reported a net underspend of £419k which would leave uncommitted General Balances at £26,520k entering the 2022/23 financial year. Of the £10,416k savings within the 2021/22 budget, 79% were 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. The budget for 2022/23 was based on a 1.8% per annum increase in Council Tax and 1% per annum increases in the Social Care Precept. Funding available to support service expenditure was projected to grow by £32,034k to £270,279k between 2021/22 and 2026/27.

The Committee noted that Cabinet would consider the budget proposals on 17 February 2022 and the report would include comments from Select Committees. Members were informed that Council would meet to agree the 2022/23 budgets and Council tax levels on 24 February 2022.

Although this had been a challenging budget to set, it was the most robust and there was a strong understanding of the figures particularly on the social care demographics. It was noted that the ongoing Covid impact in specific areas such as mental health was difficult to predict and £11 million in Earmarked reserves had been set aside for covid impacts for 2022/23. In relation to the volatility for covid recovery, the assumption was that this would start to decrease over time. A number of pressures in SEND transport had been covered with covid money in the current year and built into budgets in 2022/23.

Further information would be provided on how the borrowing requirements for the London Borough of Hillingdon stood compared to neighbouring boroughs. It was confirmed that the figure in relation to Harlington School had been included in the figures for secondary school expansion. It was noted that monies for youth provision was earmarked the construction of scouts and guides huts.

The proposals for the education budget were part of the DSG deficit recovery plan, which had the support of the schools forum.

In terms of the provision of semi-independent and shared accommodation, it was explained that once a child reached over 18 they would be placed in shared accommodation. The Council approach to purchasing block accommodation in preference to spot placements can lead to significant savings.

Concerns in relation to the safety valve agreement were noted and some Members considered that it was difficult to give comments to Cabinet when there was not enough information at this time. It was noted that the SEND transport demand was expected to grow but it was hoped that with the new in-borough provision included in the capital programme, the costs would decrease. Questions were raised regarding the national transfer scheme and UASC, and it was explained that the Home Office had increased funding on the asylum grant, and it was sufficient to cover the cost of placements, but not the associated staffing resource required to support these looked after children. The library service had been subject to a BID review to inform future service development options to meet resident's needs.

The Committee noted the strong, well-constructed proposals particularly around the investment in schools and infrastructure. Although there were some uncertainties, the £4.7 million remaining balance at the end of the MTFF period was noted to be low at this stage in the process. There were many positives around the new mental health pathway, the major review of Adult Education and stronger families programmes. It was important to focus on how the Council changed the way services were delivered.

RESOLVED: That authority be delegated to the Chairman and Labour Lead in consultation with Democratic Services to agree comments to be submitted to Cabinet.

Corporate, Finance & Property Select Committee - 12 January 2022

Iain Watters, Head of Finance – Financial Planning, Capital, Treasury & Systems, introduced the 2022/23 budget proposals report for services within the remit of the Corporate, Finance and Property Select Committee.

Members were informed that, following consideration by Cabinet on 16 December 2021, the budget proposals were now out for public consultation and were being presented to the relevant Select Committees in January 2022.

In terms of the Budget Strategy, the Committee heard that funding levels were based on the outputs set out in the Chancellor's spending review in October 2021. Based on a 1% per annum increase in the Social Care Precept and a 1.8% per annum uplift in core Council tax, funding available to support service expenditure in the Borough was projected to grow by £32,034k to £270,279k between 2021/22 and 2026/7. However, it was noted that, over the same period, there would be increased demand on services (partly related to the Covid-19 pandemic), additional inflationary pressures and a need to support capital investment which would add some £66m to the Council's costs. In light of this, there would be a gap of approximately £34m to bridge over a 5-year period. Members heard that work to date had identified some £30m of savings to balance the budget leaving a gap of £4,735k to be identified in later MTFF cycles. There was no reliance

Classification: Public

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on General Balances to bridge the gap.

The Committee was informed that Covid-19 had had a significant impact on the budget; pandemic related costs over and above planned service expenditure had totalled over £32m in 2020/21 and approximately £19m in 2021/22. These additional costs had been funded through external Government support to date; however, it was recognised that the pandemic would continue to impact on services in the future and it was not expected that further funding would be forthcoming.

It was confirmed that General Balances were set to stay within the recommended range at £26m over the five-year MTFF period. The draft budget outlined £383m of proposed capital expenditure over the MTFF period including substantial investment in local infrastructure, delivery of additional high needs school places, redevelopment of the Civic Centre and £25m for the carbon reduction agenda. Members heard that the peak level of borrowing in the MTFF period would be £311m; this had been factored into the budget plans.

The Committee was advised that a significant inflationary increase was expected between 2021/22 and 2022/23 which would particularly impact on the services under the Corporate, Finance and Property Select Committee since the centralised energy and fuel budgets sat within its remit. In terms of savings, £10,381k of savings proposals had been incorporated into the draft budget for 2022/23, with £1.9m falling within the remit of the Corporate, Finance and Property Select Committee.

Members enquired how the inflationary increases set out in Table 2 had been calculated as these were not consistent. Members also noted that the figure for fuel inflation seemed low. It was confirmed that different levels of inflation had been applied to different areas of spend hence the variations in inflation levels. In terms of the 14% for fuel inflation, the Committee was informed that an inflationary uplift of 7/8% from the previous year had been included with another 14% being built on top of this.

Members noted that the budget report appeared shorter than previous reports with less information provided regarding the strategy, calculations of changes and details of the proposed savings. Moreover, there appeared to be a lack of detail regarding capital projects. Some Councillors felt that the lack of information provided could discourage meaningful consultation especially for residents who did not have the opportunity, as elected members did, to ask questions.

Further to the Committee's queries regarding the inflation figure for workforce expenditure (1.5%) which seemed low given current levels of inflation and those projected for the future, it was confirmed that the figures had been based around Bank of England projections and would be kept under review - any future changes would be factored in.

With regards to the savings set out on page 34 of the agenda pack, Members noted that a review of the Exchequer and Business Assurance function was expected to secure £200k efficiency savings. Concerns were expressed that, if this involved a reduction in the Corporate Fraud Team, there was a risk that the amount recovered could go down. In response to this, the Committee was informed that most of the savings would come from the Exchequer area of the service – particularly from the planned service review following on from robotics automation work within the Council. It was further clarified that the planned £150k savings from streamlining of transactional

financial processes were separate to this – they were also linked to automation but related to purchase to pay systems etc.

In respect of the £100k savings to be made from measures to minimise damage to the Council's vehicle fleet, Members enquired how this could be achieved at no extra cost. It was confirmed that these savings related to measures including training and the refocussing of training budgets within the fleet service to apply them in different ways. Investment in trackers in vehicles would enable management to direct training better.

In relation to technical administration and customer contact, Members noted significant planned efficiency savings and requested clarification as to the total budget for these services and how the savings could be achieved. The Head of Finance - Financial Planning, Capital, Treasury & Systems confirmed that technical administration savings would be achieved by bringing together disparate functions. In terms of customer contact, in future residents would be able to source information more readily online without needing to call in. He agreed to check the budget figures and confirm to Democratic Services for the minutes (*following the meeting it was confirmed that the 500k planned efficiency savings from the on-going review of technical administration represented 13.5% of the current £3,712k service budget and the 415k savings linked to the in-hand review of customer contact represented 13.3% of the current £3,129k budget for the Customer Contact centre*).

In response to queries regarding the £300k savings to Democratic Services, it was confirmed that these would be achieved by a reduction in the number of Councillors following upcoming elections and reductions in back-office support.

Councillors noted a budget of £35m for Civic Centre work and enquired what this entailed. In response to this the Committee was advised that this budget was for planned modernisation of the Civic Centre which would lower its carbon footprint – the intention was to make better use of the land on the site which would generate income to offset most of the costs. The £35m was an indicative figure only at this stage. It was confirmed that the additional budget of £25m for carbon reduction as set out in the report was to support the Council's wider net zero ambition by other means. Extra Government funding was also expected to support this.

In response to Councillors' further requests for clarification, it was confirmed that a facility for watersports was still planned to replace HOAC. This would be funded by HS2 funding and the figures represented the latest and best budget estimates. In relation to funding for Botwell Leisure Centre, an error on page 39 of the agenda pack was noted and it was confirmed that there was a budget of £200k for this as shown on page 37 of the pack. Members heard that the Woodside Development budget of £2.575m in 2023/24 related to a planned housing development.

The Chairman read out the following proposed budget comments to be submitted to Cabinet on behalf of the Corporate, Finance and Property Select Committee "The Committee notes and welcomes the overall budget from officers and recognises their ongoing work in delivering a balanced budget following the continued inflationary and demand-led pressures from the Covid-19 pandemic.

With regards to the areas within the Corporate, Finance and Property Select committee's remit, savings will be achieved through streamlining of transactional financial processes and automation

of business processes. Not only will these deliver savings, but also deliver technological enhancements that will improve efficiencies in services. The Committee also notes the significant capital investment planned to deliver facilities across the north and south of the Borough for our residents, as well as major steps to reduce the Council's carbon footprint."

Members were happy with these comments but requested the addition of an opening sentence to highlight the fact that there was less information provided in the budget reports this year than had previously been the case. It was agreed that the wording of this additional sentence be delegated to the Democratic Services Officer to sign-off with the Chairman, in consultation with the Labour Lead.

RESOLVED:

- 1. That the Committee noted the budget projections contained in the report and commented 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; and**
- 2. That the final wording of the additional sentence relating to the Select Committee's budget comments be delegated to the Democratic Services Officer to sign off with the Chairman, in consultation with the Labour Lead**

Public Safety & Transport Select Committee - 18 January 2022

By way of introduction the Chairman emphasised that any comments from Members on this item should be kept within the Select Committee's remit. Andy Goodwin, Interim Financial Planning Manager, was present for this item highlighting that it was his second appearance at the Select Committee following the mid-year budget update in July 2021. A brief overview of the 2022/23 budget proposals was delivered and a breakdown of the budget proposals for services within the remit of the Select Committee were outlined. With regard to inflation, £885k in cost pressures were projected against 2021/22 expenditure going into 2022/23, half of this related to workforce budgets, with the remainder coming from contracted expenditure and energy costs. Savings of £1,754k had been incorporated into the draft budget under the Select Committee's remit including £200k of efficiency savings to be delivered from a review of Parking Services and £,1554k arising from a review of fees and charges within the Public Safety and Transport portfolio.

Clarifications were sought as to the substantial reduction in the 2022/23 budget proposals for a number of works programmes when compared to the 2021/22 budgets; namely the CCTV Programme, Highways Structural Works Programme and Road Safety Programme. Officers confirmed that this was primarily attributed to a significantly heightened spend in 2021/22 as a result of the Covid-19 pandemic. Many Council services were subject to various restrictions and supply chain issues throughout the 2020/21 financial year and a catch up spend was required in 2021/22. It was also confirmed that the CCTV Programme budget had been spread evenly over a five year capital programme, the 2022/23 CCTV Programme budget was intended to maintain the Council's CCTV infrastructure rather than to expand the offering.

Classification: Public

Corporate, Finance and Property Select Committee – 2 February 2022

The Committee commended officers on the well-constructed budget proposals despite the uncertainty posed by the Covid-19 pandemic and welcomed the proposed investment within highways, street lighting and the maintenance of the CCTV Programme. A query was raised regarding the increase of roughly £500k in the Transport for London (TfL) grant as it had been noted that TfL had been substantially affected financially by the Covid-19 pandemic. Officers confirmed that the Council was still awaiting news of the final TfL settlement and that this was unlikely to arrive ahead of finalising the 2022/23 budget in February. Depending on the final TfL settlement, Officers would prospectively be required to carry out a budget amendment.

Concerns were raised as to the savings projected to be delivered through increases in fees and charges. Officers confirmed that a yearly benchmarking exercise was carried out whereby fees and charges were reviewed in the context of neighbouring local authorities. Across neighbouring boroughs, per resident fees and charges averaged at £150, the proposed review of fees and charges for Hillingdon averaged out at £113 per resident.

The Committee also acknowledged that there may be broader implications for the Public Safety and Transport proposed budget related to discussions with the Department for Education regarding the Dedicated Schools Grant deficit. It was noted that this matter would be scrutinised under the remit of the Families, Health and Wellbeing Select Committee.

The Committee commented that the budget proposals were balanced in the face of a difficult financial period brought about by the Covid-19 pandemic and Members were encouraged by the continued investments in many works programmes. Members accepted that the increase in fees and charges was not ideal but when benchmarked against neighbouring local authorities, Hillingdon provided more affordability for residents.

RESOLVED:

- 1. That the Select Committee noted the budget projections contained in the report and commented, as appropriate, on the combined budget proposals affecting the relevant service areas within the Public Safety & Transport Cabinet Portfolio, within the context of the corporate budgetary position.**
- 2. That the final wording of the additional sentence relating to the Select Committee's budget comments be delegated to the Democratic Services Officer to sign off with the Chairman, in consultation with the Labour Lead**

Environment, Housing & Regeneration Select Committee - 20 January 2022

Iain Watters – Head of Finance - Financial Planning, Capital, Treasury & Systems, and Gemma McNamara – Head of Finance – Business Partnering & Transformation, introduced a report detailing Cabinet's budget proposals for the next financial year.

The report was summarised, with the General Fund Budget and Housing Revenue Account (HRA) budgets highlighted. Officers advised that, despite rising inflation and service demand, together with ongoing pressures as a result of the COVID-19 pandemic, delivery of a balanced budget was expected for 2022/23, leaving a residual budget gap of £4,735k in later years of the 5-year MTFF period.

HRA budget strategy was confirmed to focus on the delivery of 100 new homes per annum, the regeneration of housing estates, and a five-year cycle of enhanced programme works.

Officers concluded by advising that the budget forecasts presented a sustainable balanced budget in the medium term that would allow for the continued provision of services to Hillingdon residents.

The Committee sought further information on whether the budget provided for improvements in housing stock fixtures and fittings. Officers advised that there was a rolling programme of housing stock renewals in place, to ensure homes were of the 'minimum lettable standard'. Where required, provision was available for families who needed support with upkeep and/or the purchasing of white goods.

In response to further queries, officers advised that the 100 new homes per annum were to be delivered through a combination of acquisition and construction, though with a greater focus on construction. Officers went on to advise that the capital programme also included renewal of playground and open spaces.

Members noted the contents of the report, and suggested the following comments to be submitted as the Committee's comments on the budget:

'The Committee noted that it was gratifying to see that, despite the financial pressures faced by the Council as a result of rising inflation, increasing demand for services, and the ongoing impact of the COVID-19 pandemic, the Council was able to maintain adequate funds for projects and services for residents, including a programme of activity around homelessness prevention, investment in the Chrysalis programme, renewal of estates and playgrounds, and the delivery of more than 100 new homes per annum to support increasing demand for social housing within the Borough.'

The comments were agreed, and it was:

RESOLVED:

- 1. That the report be noted;**
- 2. That the Committee's agreed comments on the budget be included in the forthcoming report to the Corporate, Finance and Property Select Committee.**

Energy Efficiencies in the Civic Centre

Committee name	Corporate, Finance & Property Select Committee
Officer reporting	Gary Penticost - Repairs, Engineering, Planned Works, and Facilities Management
Papers with report	None
Ward	Uxbridge South

HEADLINES

To provide an update to the Committee on the initiatives the planned works, repairs and maintenance teams are exploring to reduce the carbon footprint of the Civic Centre and actions that support our overall Climate Action Plan, commitments and vision.

RECOMMENDATIONS

That the Corporate, Finance and Property Select Committee notes the content of the report.

SUPPORTING INFORMATION

The Civic Centre was constructed between 1974 and 1979 when it was formally fully opened. The site is formed of two main buildings (Phase 1 and 2) each with their own central heating and mechanical air supply and extract systems.

The buildings have around 700 single glazed windows and doors, large areas of tiled roof with minimal thermal insulation and over 700 electrical Fan Coil Units that provide warm air in the winter and cooled air in the summer months. The heating is provided by 4 large gas fired boilers, the hot water by three dedicated gas fired boilers; the mechanical air supply and extract are provided by 5 large Air Handling Units (AHU's) that draw fresh air across a radiator to heat or cool the air before it is distributed around the building.

ENERGY SAVING INITIATIVES IMPLEMENTED TO DATE

- LED lighting has been retrofitted to first and second floors. Further replacements are on hold pending the wider accommodation review which may impact on the lighting requirements for the third and fourth floors.
- LED lighting in the Car park – All lamps in the Members, Basement and Mezzanine are now LED.
- Electric Charging Points – 6 being installed in February 2022.

SUSTAINABILITY INTERVENTIONS UNDER REVIEW

Improving the sustainability of the building will reduce ongoing maintenance costs and enable LBH (London Borough of Hillingdon) to achieve net carbon zero targets.

- **Building fabric** – Installation of cavity wall and roof insulation.
- **Photovoltaics** – Installation of PV across southeast and southwest roof areas.
- **Ventilation systems** – Review options available, these range from refurbishment and upgrading of existing AHUs to full replacement of AHUs with heat recovery linked to the buildings heating and cooling systems.
- **Heating and Cooling systems** – Review of options available which range from the replacement of chillers and cooling tower with air sourced heat pumps to a full system replacement incorporating “air to air” and water source heat pumps with hot water stores, full system pipework and electrical system replacement.

The forgoing “sustainability interventions” are currently under review by external consultants Deloitte.

It should be noted that the areas identified for improvement are currently at the inception phase and form part of a basket of initiatives that need to be underpinned by a behavioural change programme for users of the Civic Centre.

Financial Implications

The interventions are still being evaluated and costs developed.

Legal Implications

All proposed works will follow the tried and tested approval processes with the Council.

CABINET FORWARD PLAN

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

HEADLINES

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

RECOMMENDATION

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

SUPPORTING INFORMATION

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

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

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

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

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals

after publication. These are automatically scheduled in advance to multi-year work programmes.

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

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

BACKGROUND PAPERS

Classification: Public

Corporate, Finance and Property Select Committee – 2 February 2022

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

Upcoming Decisions

Further details

Ref

Ward(s)

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

Cabinet meeting - 17 February 2022 (report deadline 2 February)

038 (b)	The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	Proposed Full Council adoption - 24 February 2022	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance	All	FD - Paul Whaymand	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
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			Private (3)
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 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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Upcoming Decisions

Further details

Ref

Ward(s)

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

Cabinet meeting - Thursday 24 March 2022 (report deadline 9 March)

117	Counter Fraud Strategy 2022-25	Cabinet will consider a new 3-year Counter Fraud Strategy for approval, following consideration by the Audit Committee. The Strategy will set out the robust plans and direction that Hillingdon Council will take to tackle fraud.	N/A		Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance		FD - Alex Brown	Audit Committee	NEW ITEM	Public
118	Internal Audit Strategy 2022-25	Cabinet will consider a new 3-year Internal Audit Strategy for approval following consideration by the Audit Committee. The Strategy will set out the Council's approach to an objective opinion on service delivery and whether the control environment, corporate governance arrangements and risk management framework are operating effectively.	N/A		Cllr Martin Goddard - Finance		FD - Muir Laurie	Audit Committee	NEW ITEM	Public
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)

SI	School Capital Programme Update	The twice yearly update to Cabinet on the Council's major school infrastructure programme and upgrading of educational facilities to deliver a good quality education for all children in the Borough.	Various		Cllr Jonathan Bianco - Property & Infrastructure / Cllr Susan O'Brien - Families, Health & Wellbeing	Corporate, Finance & Property	IT - Bobby Finch		NEW ITEM	Public
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			Private (3)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance										
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michele Wilcox			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	All - TBC on decisions made	FD - Paul Whaymand			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public
Cabinet Member Decisions expected - April 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 19 May 2022 (report deadline 4 May)										
SI Page 27	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)
	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public
Cabinet Member Decisions expected - May 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - June 2022 (date to be confirmed)										
SI	Budget Outturn 2021/22	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Paul Whaymand			Public
SI	Voluntary Sector Leases Report	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michele Wilcox			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	TBC	CR&T - TBC	TBC		Public
Cabinet Member Decisions expected - June 2022										

Upcoming Decisions				Further details				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)
Ref	SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance																	
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various			All			CS&T - Democratic Services	Various			Public					
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						
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)																		
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)						

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance										
SI	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	TBC		Public
Cabinet Member Decisions expected - September 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - October 2022 (date to be confirmed)										
Page 29	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
	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)
	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
	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	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	CS&T - Democratic Services	Various		Public
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

Upcoming Decisions				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)
Ref	Further details	Ward(s)	SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance							
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public
Cabinet Member Decisions expected - November 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - December 2022 (date to be confirmed)										
120 (a)	The Council's Budget - Medium Term Financial Forecast 2023/24 - 2027/28 (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2023/24 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 - Date TBC in February 2023	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	NEW ITEM	Public
Page 30	Financial assistance to Hillingdon's local voluntary organisations	This report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2023/24 financial year, demonstrating continued commitment to the vital work they do for residents in Hillingdon.	All		Cllr Douglas Mills - Corporate Services & Transformation	Corporate, Finance & Property	SH - Kevin Byrne		NEW ITEM	Public
SI	Voluntary Sector Leases Report	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - 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 - December 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet Member Decisions: Standard Items (SI) that may be considered each month										

Upcoming Decisions		Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance										
SI	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	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS&T - Democratic Services	TBC		Public / Private
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services & Transformation / Cllr Ian Edwards -	Corporate Services & Transformation	IT - Helena Webster	Local consultation within the Ward undertaken by Ward Councillors		Public
SI	Business, shops and commercial rents, leases, surrenders and renewals	To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.	Various		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Mike Paterson			Private (3)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Michele Wilcox			Private (1,2,3)
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
SI	The purchase of ex Council properties or new private properties for the Council's housing supply	The Leader of the Council may determine, as and when required, the purchase of new properties using HRA capital funds to increase the affordable housing stock within the Borough. Such acquisitions will be reported back to Cabinet.	TBC		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	IT - Perry Scott			Private (1,2,3)

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

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)
Ref										
SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SH = Social Care & Health CS&T = Corporate Services & Transformation FD= Finance										
SI	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		All	TBC	various			Public
The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK										

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CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE - WORK PROGRAMME

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

HEADLINES

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

RECOMMENDATIONS

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

SUPPORTING INFORMATION

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

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

Implications on related Council policies

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

How this report benefits Hillingdon residents

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

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

Multi Year Work Programme

May 2021 - April 2022

2021

2022

Corporate, Finance and Property Select Committee	June 3	July 20	August No meeting	September 7	October 21	November 24	December No meeting	January 12	February 2	March 2	April 20
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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)

Cabinet's budget proposals for next financial year

X

All Select Committee Budget Response

X

Cabinet Forward Plan Monthly Monitoring

X X

X X X

X X X X

One-off service monitoring

The Council's Engagement with the Armed Forces

X

How the Council helps local small businesses with their procurement processes

X

Disability Access in Public Buildings

X

Hillingdon Digital Connectivity Strategy *

X

Energy Efficiencies in the Civic Centre

X

Information Governance

X

Cyber Security

X

Repairs and Maintenance

X

Website upgrade / performance

X

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-22

18-Feb-22

08-Apr-22

Agenda published

26-May-21

12-Jul-21

27-Aug-21

13-Oct-21

16-Nov-21

04-Jan-22

25-Jan-22

* Perry Scott and Sajad Rashid

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