



HILLINGDON
LONDON



Corporate, Finance and Property Select Committee

Councillors on the Committee

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

Date: WEDNESDAY, 2 MARCH
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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<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 dated 2 February 2022 1 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Review Update - Voluntary Sector Response during Covid-19 Pandemic 7 - 10
- 6 Corporate Communications 11 - 20
- 7 Forward Plan 21 - 34
- 8 Work Programme 35 - 38

Agenda Item 3

Minutes

CORPORATE, FINANCE AND PROPERTY SELECT COMMITTEE

2 February 2022

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



	<p>Committee Members Present: Councillors Richard Mills (Chairman), Tony Eginton (Opposition Lead), Lindsay Bliss, Farhad Choubedar and Richard Lewis</p> <p>Also Present: Cllr Steve Tuckwell</p> <p>LBH Officers Present: Richard Coomber (Energy Efficiency Officer), Liz Penny (Democratic Services Officer), Gary Penticost (Head of Repairs, Engineering, Planned Works and Facilities Management) and Iain Watters (Head of Finance - Financial Planning, Capital, Treasury & Systems)</p>
60.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillors Vanessa Hurhangee and Raymond Graham, with Councillor Steve Tuckwell substituting for the latter.</p>
61.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
62.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>In response to a query from Councillor Eginton, it was confirmed that an update on the action points relating to Website Performance and Improvement had yet to be received. Democratic Services would communicate the information to Members as soon as it was available. The minutes of the meeting dated 12 January 2022 were unanimously agreed.</p> <p>RESOLVED: That the minutes of the meeting dated 12 January 2022 be agreed as an accurate record.</p>
63.	<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>
64.	<p>DRAFT BUDGET PROPOSALS 2022/2023 - COMMENTS FROM SELECT COMMITTEES (<i>Agenda Item 5</i>)</p>

A typographical error in the comments / minutes relating to the Families, Health & Wellbeing Select Committee was noted whereby the date should read 5 January **2022** rather than 2021. It was agreed that this would be corrected by Democratic Services.

Members enquired whether the comments of each Select Committee could go straight to Cabinet rather than being referred to the Corporate, Finance and Property Select Committee for approval first. It was agreed that Democratic Services would explore this further. ***(After the meeting Democratic Services established that this was a local convention rather than a constitutional requirement therefore, in future, the comments of each select committee could go directly to Cabinet as requested).***

Subject to the above typographical amendment to the date in the comments / minutes of the Families, Health & Wellbeing Select Committee, the combined set of formal Select Committee comments on the Cabinet's budget proposals 2022/23 were unanimously approved.

RESOLVED: That the Corporate, Finance and Property Select Committee:

- 1. Considered the formal comments on the Cabinet's budget proposals from the other three Select Committees;**
- 2. Agreed its own final comments on the Cabinet's budget proposals for submission; and,**
- 3. Agreed to submit the combined set of formal Select Committee comments to Cabinet for consideration.**

65. **ENERGY EFFICIENCIES IN THE CIVIC CENTRE** *(Agenda Item 6)*

An addendum, which had been circulated to Members prior to the meeting, was tabled which included graphs setting out the Civic Centre electricity consumption from 2016 onwards, avoided energy costs, annual electricity cost and impact of energy price inflation and Civic Centre carbon emissions.

Gary Penticost, Head of Repairs, Engineering, Planned Works & Facilities Management, and Richard Coomber, Energy Efficiency Officer, introduced the report which provided an update to the Committee on the initiatives being explored to reduce the carbon footprint of the Civic Centre and actions that supported the Council's overall Climate Action Plan, commitments and vision.

Members heard that the Civic Centre had been constructed between 1974 and 1979. It was a large building with 700 single glazed windows and doors. The heating was provided by 4 large gas fired boilers and the hot water by 3 dedicated gas fire boilers. The Committee's attention was drawn to the graphs which gave an indication of the work carried out over the last 3 or 4 years. In terms of energy, it was noted that the baseline for kilowatt usage had been set in 2016/17 and the trend in terms of annual consumption had been generally downwards. Carbon emissions were also reducing and heading in the right direction.

The Committee heard that, to assist in achieving these reductions, nearly 2,000 lights in Phase I of the building had been replaced with LED lighting. These LED lights had a lifespan of over 50,000 hours and would last for about 11 years. Other initiatives and

innovations were currently being worked on. Members were informed that details as to how energy reductions could be achieved were to be submitted for inclusion in the Deloitte's Sustainable Interventions paper; these included improvements to the fabric of the building, use of Photovoltaic (PV) materials and changes to ventilation systems.

As set out in the graphs, it was noted that successes in terms of carbon reductions and avoided energy costs had already been achieved. Over £500,000 in avoided energy costs had been achieved since 2016/17 mainly due to the introduction of LED lighting and other energy efficiency works; there had been a spike in energy consumption in 2019/20 which was being explored further but could possibly be attributable to the use of cooling systems at the time. Members heard that a large amount of work was ongoing to reduce carbon emissions in the building.

In response to questions from the Committee it was confirmed that six options were being considered and costed out by Deloitte; these included thermal stores, replacement chillers, cooling towers, and water / air sourced heat pumps. In terms of cost, works could potentially range from £4m to £10m/12m depending on what options were selected.

The Committee was interested to know the age of the gas-fired boilers in the Civic Centre. It was confirmed that the current Hoval boilers were inefficient having been in place for many years. It was acknowledged that this was a matter of concern and would form part of the review by Deloitte. British Gas was currently looking at hydrogen type gas replacement boilers which could be of interest.

Members noted that the reductions achieved to date were to be welcomed but enquired whether the Council was on track to meet the requirements of the Climate Action Plan. It was acknowledged that things were heading in the right direction but there was still a lot of work to be done and this was likely to be a costly process. It was agreed that, through Democratic Services, the Head of Repairs, Engineering, Planned Works & Facilities Management would provide the Committee with an update regarding the Deloitte report and its recommendations once available.

In response to further questioning from the Committee, it was confirmed that boilers in the Civic Centre were used for both heating and hot water. Gas bills were in the region of £127,000 annually at present. Members were informed that the reduction in emissions in 2017/18 and 2018/19 could primarily be attributed to the replacement of lighting systems on the ground and first floors of the Civic Centre. Wholesale replacement of the lights on the 3rd and 4th floors had been suspended temporarily pending the results of the review; however, it was noted that, when lights failed, they would be replaced with LED. Moreover, pyroelectric (or passive) infrared (PIR) systems were being introduced gradually whereby, when lights were not in use, they switched off automatically.

Members noted that the thermostat in the Labour Group meeting room did not work at present. It was confirmed that officers checked the building on a daily basis to identify any such issues and it was agreed that the thermostat would be repaired as soon as possible.

Members enquired whether the reduction in emissions during 2021/21 could also be attributed to changes in lighting systems. It was confirmed that this was the case although the move to laptops with high efficiency screens had also played a part. Councillors heard that the whole office environment was changing and that people working from home was having an impact in terms of energy usage in the Civic Centre.

In the future, the main servers in the building would be moving to the Cloud or offsite which would also reduce energy usage further.

In response to Members' questions, the Committee heard that future plans mainly focussed on insulation and ventilation. Energy from food waste was not being considered at present but some good technology was available including walkways which could generate electricity from people's movement.

At the request of the Committee, it was agreed that the EPC rating of the building would be checked and confirmed. Members commented that, as the Civic Centre was a listed building, superannuation grants would be available and suggested that officers speak to the Finance Team to establish which tax advantages which could be applied for.

Members commented that it would be preferable to introduce LED lighting on the 3rd and 4th floors of the building immediately rather than waiting for the outcome of the Deloitte's review paper. In response to this, officers confirmed that the usage of the 3rd and 4th floors was under review at present; the Committee would be appraised of further developments.

In response to further queries, it was confirmed that the generators at the Civic Centre were diesel powered and were tested every 3 months approximately. It was agreed that an update on the last test completed would be provided to the Committee. Uninterruptable Power Supply (UPS) back up was still carried out on some of the main servers in the building but there would be less reliance on these servers in the future once they were moved to the Cloud / offsite. It was believed that there was only one power supply to the building at present, but this would be checked and confirmed. At the request of Members, it was also agreed that officers would confirm whether separate metering was available to establish usage in different parts of the building.

The Committee sought clarification regarding the Council's electricity contract; it was confirmed that the current contract was with Laser Energy and had commenced in April 2020. The contract would run until 2024 with an option to extend for a further year. Laser used a purchase in advance strategy which meant that energy was purchased in advance of the current financial year and the price fixed for that year. The Council's rates were fixed until 31 March 2022. However, from 1st April 2022, Laser had indicated that electricity prices were likely to rise by 35.7% and gas prices by 66%. The Council's expenditure on electricity had amounted to £562,000 in 2021/22 and was therefore projected to reach £763,000 in 2022/23. For gas, the figure was £125,000 in 2021/22 and was projected to total approximately £207,000 in 2022/23. Members heard that Laser was one of the largest public sector providers, had a good track record and was considered credit worthy.

RESOLVED:

- 1. That the Head of Repairs, Engineering, Planned Works & Facilities Management provide the Committee with an update regarding the Deloitte's report and its recommendations once available;**
- 2. That the thermostat in the Labour Group meeting room be repaired;**
- 3. That the EPC rating of the building be confirmed;**
- 4. That the Head of Repairs, Engineering, Planned Works & Facilities**

	<p>Management confirm whether there was only one power supply to the building at present and whether separate metering was available to establish usage in different parts of the building; and,</p> <p>5. That the Corporate, Finance and Property Select Committee noted the content of the report.</p>
66.	<p>FORWARD PLAN (<i>Agenda Item 7</i>)</p> <p>It was noted that the Performance Monitoring and Reporting review report would be going to Cabinet on 17 February 2022.</p> <p>RESOLVED: That the Corporate, Finance and Property Select Committee noted the Cabinet Forward Plan.</p>
67.	<p>WORK PROGRAMME (<i>Agenda Item 8</i>)</p> <p>It was noted that the next meeting of the Corporate, Finance and Property Select Committee was scheduled for 2 March 2022. Due to the impact of the pandemic, no further update was available at present regarding the Homophobic, Biphobic and Transphobic Bullying review; however, an update on the Voluntary Sector Response to the Covid-19 Pandemic review would be provided at the March meeting. At the request of Members, it was agreed that Democratic Services would explore the possibility of the Select Committee receiving an update regarding the HOAC construction project.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That Democratic Services explore the possibility of the Select Committee receiving an update regarding the HOAC construction project; and, 2. That the Corporate, Finance and Property Select Committee considered the Work Programme and agreed any amendments.
	<p>The meeting, which commenced at 7.30 pm, closed at 8.05 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 Members of the Public.

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PAST REVIEW UPDATE (VOLUNTARY SECTOR RESPONSE TO THE COVID 19 PANDEMIC)

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Kevin Byrne, Head of Health and Strategic Partnerships
Papers with report	None
Ward	All

HEADLINES

The focus for action with Voluntary and Community Sectors (VCS) has shifted from emergency food provision and support towards encouraging greater take up of vaccines and working within communities to ensure health messages are clear and understood.

Foodbanks continue to see demand but at lower levels than during the compulsory lockdown periods. Former operating models have been reintroduced, such as referrals to foodbanks by partners for collection of emergency food, rather than delivery.

The community hub has evolved to respond to new challenges in supporting residents most in need. The Council announced its core grants programme 2022/23 in December 2021; this programme reflects the Committee's recommendation 3, that VCS be supported to deliver services and to provide support and guidance for groups to increase resilience.

RECOMMENDATION: That the Committee notes the content of the report.

SUPPORTING INFORMATION

At the end of 20/21 a review was undertaken by the Corporate Services, Commerce and Communities Policy Overview Committee looking at the Voluntary Sector Response to the Covid 19 Pandemic. Several witnesses were interviewed from across the sector and there were 4 recommendations made and agreed:

- 1. That Cabinet acknowledges, appreciates and recognises the response that all organisations across the voluntary sector have provided to meet the needs of residents throughout the pandemic/lockdown periods;*
- 2. That Cabinet recognises the pro-active steps taken by the Hillingdon Community Hub/Council Officers to manage and co-ordinate resources across a number of voluntary sector partners, including Hillingdon4All to achieve a strong operating model;*
- 3. That Cabinet continues to review and provide voluntary sector grants to enable key voluntary sector partners to continue to deliver services required by Hillingdon residents. In addition, that Cabinet looks to provide practical, operational and logistical support and guidance to enable VS partners to increase resilience going forward; and*

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4. *That Cabinet agrees to deliver outbound communications, including through Hillingdon People, that provide information to all residents (including children and young people under the age of 16) so they can access information about key voluntary sector services, such as mental health/Hillingdon MIND. Furthermore, to support the dual purpose of such communications to assist in recruitment of volunteers across the Voluntary Sector.*

CURRENT SITUATION

Community Champions Programme

With funding up to March 2021, the Council worked with H4All to recruit over 30 Community Champions from within communities to deliver health messaging. Our feedback had shown that there was a need to reach into those communities where trust in statutory agencies could be preventing the take up of vaccines. Our programme of engagement has included:

- Community meetings, with over 200 invitees, have been held monthly for over a year now with clinical experts present to provide guidance, support and advice with an opportunity for community organisations to ask direct questions to pass on factual knowledge.
- Work with Schools /Brunel University and Faith groups has been undertaken, building the relationships, providing information as requested and attending meetings.
- 30 Community Champions recruited from across the Borough who have been working with the NHS out in the community delivering Covid vaccination messaging.
- A Vaccine Transporter bus supported by staff from NHS, LBH and the community champions is targeting the 10 Lower Super Output Areas through to March 2022 to encourage vaccine take up.
- Communications are widely advertising the Vaccine centres and the Transporter bus and access to it via Council social media pages, community groups spreading the messaging, faith groups advising members about access and venues and community champions active on the days, handing out leaflets and directing residents to the bus.
- Increasing the recruitment drive for 40 additional Community Champions to continue the messaging of vaccine uptake to protect communities.

Foodbanks

The number of requests for food parcels has decreased. Referrals from the Community Hub were at a high of approximately 70-80 a week in November 2020 but now total approximately 40 a week. Residents are asked for their main reason for seeking emergency food. The overriding need remains those on low income (43%) with effects of benefit changes and delays next (19%). 17% cite sickness/health as the main reason.

Both Hillingdon Foodbank and the UB7 foodbank continue to support residents. Hillingdon Foodbank has ceased routine delivery of food parcels in favour of the standard referral process and collection from one of its sites across the Borough. Hillingdon Foodbank received a one-off grant for 21/22 to help support the organisation with its development, to expand services and to look at bringing in additional income. A final monitoring report will be undertaken in June 2022 to understand how effective this grant has been.

The UB7 Foodbank is working at a higher capacity sees this continuing due to the need for support due to cost of living impacts. This is in line with what the Trussell Trust are predicting nationally. UB7 have also now reached into Heathrow Villages and parts of Hayes as demand has grown. Bell Farm Christian Centre also has two dedicated community champions delivering health messaging.

Hillingdon Community Hub

The Community Hub continues to work alongside the Hillingdon PPE and Food Hub based at Ruislip Young People's Centre, offering residents support with a variety of services.

The dedicated Community Hub telephone enables residents to access information relating to financial and or emotional support. These include Foodbank referrals, signposting residents to services offered by both Hillingdon and Voluntary Sector Partners, supporting residents wishing to apply for the Household Support Grant and other grants available. The Community Hub also manages the track and trace process for positive COVID cases within Hillingdon, including arranging face to face visits when necessary.

The PPE and Food distribution Hub manages the collection and delivery of PPE to all schools, nurseries, unpaid carers, personal assistants and internal Council departments. The team continues to deliver food supplies to our homeless residents who have no recourse to public funds. In extreme emergencies the team will also deliver emergency food parcels to individuals or families who are unable to access a Food Bank immediately.

The management and distribution of Lateral Flow test kits is also managed by the PPE and Food hub team, delivering to Libraries, Children Centres, Heathrow Hotels and local religious establishments.

The Household Support Grant is another strand of work that the PPE and Food Hub team are carrying out; this includes the distribution of meal vouchers to over 11,000 vulnerable children during the school holiday periods.

Voluntary & Community Sector Development

The review recognised the importance of the VS and communities and that locally based voluntary organisations and community groups are vital to the health, wellbeing, and social fabric of neighbourhoods and communities. Many groups have had to adapt their provision to a constantly changing landscape, needs and circumstances and continue to do so. They have used their position of trust within communities to support vulnerable people where they are needed most. The most active areas include food supply, physical and mental health, social isolation and domestic violence.

Mental Health needs are reported as rising. As we are coming out of the pandemic measures, the impact on Mental Health is becoming more evident with: -

- Lack of confidence to engage and resume "normal" activities
- Physical health decreasing due to isolation

- Increased anxiety about future variants and the impact

The transformative capacity of the VCS organisations within the Borough to support communities (and the local economy) to start to recover from the challenges of the pandemic is limited. Funding available is often targeted, making grant applications harder, and work is redirected to those most vulnerable clients hardest hit by the pandemic. In addition, the reliance on volunteers to carry out crucial roles is still evident, but many volunteers were lost during the pandemic, so most groups are undertaking recruitment drives for volunteers. This has been aided by Hillingdon People having dedicated space for the voluntary sector. Recovery will take several years as adaptations, confidence, and new ways of delivering services are developed.

Specifically, the Council has allocated a grant to H4All to develop its support of the wider voluntary sector and its capacity to recover. This will include reviewing ways of working, funding strategies and governance to help groups to rebuild and plan their future and will work alongside the legacy offered by the Community Champions work.

Post recovery implications

As highlighted nationally there is a backlog in elective surgery and other health services; this is likely to be further challenged as people are faced with poorer physical health than pre-pandemic and then lacking “trust” to come back or resume pre-pandemic activities. The reliance on digital intervention has grown (where possible) and this has created a “safety zone” for those who are cautious about re-engaging.

Digital interventions have also created huge possibilities in looking at how services are delivered and have been beneficial in reaching those during lockdown to try and ease the isolation; it is noted that many want this method to continue. There is a balance to be found between having that digital connection without increasing further isolation and decreased physical activity.

With the creation of digital interventions comes the financial cost to providers and residents coupled with access to digital technology and digital skills. There are several projects looking at this supported by the Council and partners to better understand impact and need.

Financial Implications

None arising from this report.

Legal Implications

None.

Corporate Communications

Committee name	Corporate, Finance and Property Select Committee
Officer reporting	Emma Gilbertson, Corporate Communications
Papers with report	None
Ward	All

BACKGROUND

Following a request from the Select Committee for information on external communications, this report provides a general summary of the Council's external communications channels and some of the activity delivered during the past year.

RECOMMENDATION: That the Committee notes the content of the report.

SUPPORTING INFORMATION

Communications across a range of external channels plays a key part in the effective delivery of services and priorities, and ensures that residents, businesses, our workforce, partners and other stakeholders (including the media) are well informed about the work the Council does and the services it provides.

High quality and timely communications, that is representative of the Council and its brand, is imperative in building a positive reputation that we are putting residents first.

The Council's core external communications channels, are:

- Media relations
- Publications
- Social media
- Other marketing/advertising materials
- Website.

Corporate Communications works in partnership with teams across the Council to deliver external communications.

Some of the key outcomes:

- Informing stakeholders what the Council does and how services can be accessed
- Supporting the Council's strategic priorities
- Developing and promoting opportunities for residents, community groups and other stakeholders to engage with the Council and support decision making
- Celebrating Council successes to raise Hillingdon's profile

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- Maintaining a strong and recognisable brand and identity
- Building trust and enhancing the Council's reputation
- Generating income and delivering savings through transformation.

Media relations

Media relations comprises two elements, reactive and proactive.

Corporate Communications reactively deals with media enquiries from journalists on behalf of the Council. The service assists media outlets with their requests and enquiries, providing them with responses or statements and rebutting any inaccurate statements or coverage.

The service also delivers proactive media relations by sending press releases to the media and 'selling in' stories to outlets that highlight the Council's good work and by setting up interviews and photo opportunities.

The Council sends press releases via a media management system containing a database of journalists, and press release lists are created to target certain audiences (local, national or trade) depending on the release's content.

Press releases are also published in the news section of the Council's website and promoted via social media. Alerts can be set up by residents and other stakeholders to inform them when the Council has published a news story on social media. Press release stories are also often included in Hillingdon People and the Council's general news e-newsletter.

During the past year Corporate Communications has issued more than 70 press releases, and there have been more than 400 instances of positive coverage.

Examples of articles receiving widespread coverage:

- Enhanced COVID-19 testing in Hayes, Ruislip and six targeted areas in 2021
- Primary school offer day, with 99.3 per cent of children in the Borough being offered one of their preferred primary school places
- Prosecution of a man and woman who bred and sold dogs and cats from their home with no licence resulting in a fine of nearly £50,000 and the Council securing the protection of the 23 dogs and 23 cats
- Prosecution of a Heathrow-based 'meet and greet' parking company that earned an estimated £500,000 while falsely claiming to offer its customers secure airport parking
- The new Polish Air Force exhibition at the Battle of Britain Bunker
- The Tashan Daniel Award
- Blue-green algae at Ruislip Lido
- The COVID-19 household support fund
- The Master Brewer legal challenge.

Publications

The Council produces a number of external publications. These include Hillingdon People magazine, which is produced bi-monthly and delivered to all households in the Borough. The magazine covers a vast range of Council services and news, as well as featuring residents' experiences of the services they access and where they have made a positive difference to their lives.



This year, the Council also produced the Hillingdon People Local pamphlets which are produced every two years detailing some of the things that the Council has been doing across the Borough and in each of the Borough's 22 wards during the past two years.

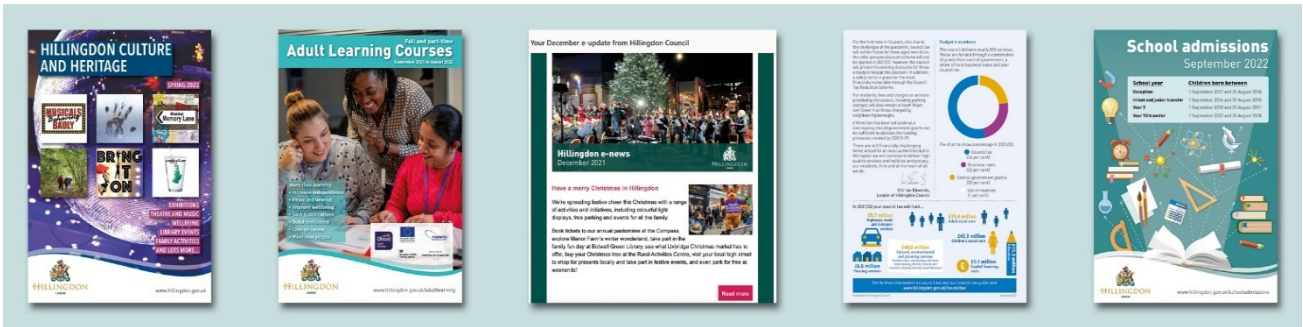


Other publications include:

- Annual adult learning course brochure and a separate easy-to-read booklet on courses for adults with learning disabilities
- Quarterly Hillingdon Culture and Heritage brochure
- Annual school admissions brochure (digital)
- Annual Council tax guide (digital) and printed insert included with the annual bills
- E-newsletters.

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Corporate Communications increased the frequency of the Council’s e-newsletters in 2020 in response to the COVID-19 pandemic to communicate the key public health messages as they often quickly changed.

In 2021, the Council invested in a new and more efficient e-newsletter system to enable the Council to send targeted e-newsletter campaigns to residents. Corporate Communications delivered a welcome e-newsletter in December 2021, which had a 49 per cent open rate, and then a general news e-newsletter also in December 2021, which had a 44 per cent open rate.

A waste-themed e-newsletter was also produced in December 2021, and it had an 83 per cent open rate and a very high 27 per cent click-through rate.

E-newsletter average engagement rates vary per industry; however, the average email open rate is between 17 and 28 per cent and the click-through rate between 2 and 5 per cent.

More topics will be added later this year for residents to sign up to and automated emails will be developed that link to the Council’s website.

Social media

The Council uses various social media channels to proactively promote Council services and share Council news, and to engage with/share news from others, including partners, emergency services, government departments, businesses and residents. The core social media channels are Facebook, Twitter and Instagram. Resident queries are handled by the Council’s Contact Centre.

2021/22 statistics

Channel	Followers	Follower increase since 2018/19	Average posts per month/daily	Average reach per month	Average reactions per month
Facebook (London Borough of Hillingdon)	13,021 page followers	88 per cent	120 (including reshares) (3 to 4 daily, including reshares)	200,000	2,300 Likes, comments and shares
Twitter (@Hillingdon)	47,300 followers	4.87 per cent	160 (including retweets) (5 to 6 daily, including retweets)	200,000	200 retweets 350 likes
Instagram (Hillingdon Council)	3,392 followers	227 per cent	42 (1 to 2 daily) *doesn't include stories	25,000	750 Likes, comments and shares

Facebook top 5 (by engagement rate)

- London Assembly Member announcement
- Charville by-election result
- Police appeal (shared by us)
- CCTV video (November 2021)
- Tenancy fraud news story

Twitter top 5

- River Pinn flood alert
- Prosecution of Quality Foods in Hayes for health and safety risks news story
- Tenancy fraud news story
- Yeading Brook flood alert
- Hillingdon Hospital new hospital consultation

Instagram top 5

- Picture celebrating one of our refuse crew who passed their LGV despite their disability
- Picture of flag flying at half-mast in tribute to the Duke of Edinburgh
- Picture of a community litter picking group in Hayes
- Picture of wildflower initiative during 'no mow May'
- Respect our parks graphic posted in summer as restrictions eased

During the past two years, Corporate Communications has been making the Council's social media more engaging through the delivery of additional video content, animation and graphics

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alongside traditional picture/worded posts. The service has also used Instagram stories more to share posts from others where they have mentioned the Council; share picture/video snippets using other tools like stickers/timestamps/tagged locations; share something that is happening live; and to test a post to see what engagement is like before adding to the main grid.

The Council has expanded its use of social media to post Council successes on LinkedIn, which celebrates team/individual achievements in their various fields/industries, displays partnership working with various organisations, and builds on Hillingdon's employee brand. During the pandemic the Council also created an account on Nextdoor to share health messaging further.

As well as posting organically (free posts) the Council uses paid social media for campaigns to reach a wider audience than its own followers and to target localities or demographics. Examples of this include the Council's fostering recruitment campaign, promotion of Hillingdon in Bloom, FIESTA courses and COVID-19 messaging (including targeting areas that were asked to participate in enhanced testing).

Other marketing/advertising materials

Corporate Communications liaises with services across the Council to plan, develop and advise on communications strategies and implement coordinated communications campaigns or multi-channel communications for events or smaller projects.

The Council's campaigns predominantly raise awareness; change or challenge behaviour; and market events or services.

Campaigns plans are based on the following:

- Setting clear and measurable objectives
- Undertaking research and gaining insight to target specific audiences and benchmark current position to measure outcomes
- Forming a strategy and a clear plan of how objectives will be carried out on various channels to ensure a consistent message and design, value for money and effectiveness.
- Implementation
- Evaluation.

While communications channels are continuing to shift focus towards digital, Corporate Communications continues to produce printed materials to ensure that everyone has access to the Council's communications.

Some 2021 communications campaigns, projects and events:

- COVID-19 (various phases including enhanced testing, vaccination communications, high street support and keeping safe this winter)
- Fostering recruitment
- Environmental initiatives

Classification: Public

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- Waste and recycling (segregated food waste collections, recycling roadshows, and improved textile collections with TRAIID)
- Community Awards
- Hillingdon in Bloom
- Key Amnesty
- Heart month
- Heritage and Battle of Britain Bunker events/exhibitions.

Channels include:

- Publications, including Hillingdon People, brochures and e-newsletters
- Proactive media relations
- Social media content
- Website content
- Posters, leaflets, guides
- Signage
- Exhibitions and displays
- Engagement activities such as consultation materials, competitions, learning resources, trails
- Outdoor advertising, including JC Decaux, vinyl and lamppost banners.

Examples



Website

In 2019, the Council started to develop a new-look website to improve design, navigation, functionality and content, with the aim of increasing digital transactions. To date, Corporate Communications has reviewed more than 4,000 web pages with services and reduced the overall content by more than 2,500 pages. The remaining 300 pages are currently being reviewed.

In March 2020, the Council created a 'Coronavirus' section on the website. By September 2020 the sub-section had been viewed more than 265,000 times with the section homepage receiving 104,520 unique visitors. To date, this section, which has been updated throughout the pandemic to provide key health messaging and service updates, has been viewed more than 375,000 times, with 227,454 unique views.

In 2021, the Council launched a new My Account that allows residents to report issues, make requests, and apply and book some services. My Account also allows residents to view and check the status of reports and requests.

In terms of external communications, the website provides details of Council services and initiatives and allows residents to transact with the council. Additionally, news and events are promoted. Corporate Communications uses other channels, such as social media, publications, posters, leaflets, media relations to signpost residents and other stakeholders to the Council's website to transact or find out more information about services and initiatives.

My Account

Edit your details

[Edit your details](#) →

Name: We don't know your name yet

Email: web@hillingdon.gov.uk

Address: High Street, Uxbridge, Uxbridge, Hillingdon, UB8 1UW

Phone number: Please provide your telephone number

Please make sure your details are up to date.

Recent activity

You haven't made any requests

Your most recent requests will be displayed here so that you can keep track of the progress on them.

HillingdonFirst card

[Apply for a card](#) →[Add an existing card](#) →[Replace lost card](#) →

Log out

[Log out](#) >

Change Password

[Change Password](#) >

Street Champions

[You are a registered Street Champion](#) >

Report issues and concerns online 24 hours a day, 7 days a week

[View a full list of what you can report](#) >

Council Tax Account

Our council tax account system requires a separate username and password, you can access it by clicking below.

[Council Tax Account](#) >

Direct video external communications

In terms of external video communication to residents, the Council has a YouTube channel: *Hillingdon London*, which is managed primarily by Democratic Services for the broadcast of live Council, Cabinet and committee meetings. Since broadcasting started in 2016, this medium has significantly opened-up local democracy to the public. It supports the communication of decisions and local issues in a fundamental and accountable way, i.e. directly from elected Councillors. The latest analytics show that during the year of 2021, over 50,000 people tuned in to watch council meetings, live or on demand after the broadcast.

The Committee will recall a previous Policy Overview Committee review in 2019 which extended such broadcasting to the overview and scrutiny function of the Council. The YouTube channel is also used to host videos from other service areas, such as the Hillingdon Music Hub, for them to share and communicate in variety of ways.

Implications on related Council policies

A role of the Select Committees is to monitor council services area and their performance within their remit / 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

None at this stage.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

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>

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BACKGROUND PAPERS

Classification: Public

Corporate, Finance and Property Select Committee – 2 March 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: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance

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

127	Low Carbon Procurement Policy, Charter and Toolkit	Cabinet will consider the adoption of a new policy and charter to provide a structured approach to low carbon procurement, which will include a toolkit for implementation. This will assist in reduce emissions form local authority supply chains.	All		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Jo Allen		NEW ITEM	Public
130	Contract for the Council's Fleet Fuel	The Council still has an ongoing need for fuel, primarily Diesel, to power its vehicles, as it transitions to more environmentally friendly vehicles. Whilst the price of this is set on global markets there is a small margin accounting for delivery, admin and profit, which is subject to this tender to achieve value for money in fuel purchasing.	All		Cllr Martin Goddard - Finance / Cllr John Riley - Public Safety & Transport	Corporate, Finance & Property	FD - Matthew Kelly		NEW ITEM	Private (3)
132	Re-modelling of Former ASHA Day Care Centre (Nursery)	To approve the re-modelling of the former ASHA Day Centre (Nursery) to enable the relocation of services from the Nestle Children and Early Year Centre. Cabinet will consider the project budget and appointment of the contractor and also be requested to provide delegated authority for future decisions for this project.	Townfield		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	P - Carmel Hynes		NEW ITEM	Private (3)
125	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	Corporate, Finance & Property	FD - Alex Brown	Audit Committee		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	Corporate, Finance & Property	FD - Muir Laurie	Audit Committee		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

Cabinet Member Decisions expected - March 2022

Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance										
97	Redevelopment of Former Woodside Day Centre, Hayes	This report will seek Cabinet Member approval to progress the proposed redevelopment scheme at the former Woodside Day Centre for housing and community facilities, along with the appointment of a contractor, along with funding, for its construction.	Townfield		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure / Cllr Martin Goddard - Finance	Corporate, Finance & Property	P - Carmel Hynes			Private (3)
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 21 April 2022 (report deadline 4 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	P - Bobby Finch			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	P / FD - John Philips / Michael Breen			Private (3)
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	P - 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

Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance										
119	Appropriation of land at the former Yiewsley Swimming Pool and Falling Lane, Yiewsley	Cabinet in October 2021 agreed to give public notice and advertise the Council's intention to appropriate the land known as Yiewsley Recreation Ground, Falling Lane and the former Yiewsley Swimming pool at Otterfield Road from public open space to planning purposes. Cabinet also delegated authority to the Leader of the Council and Cabinet Member for Property & Infrastructure to consider any objections to the proposed appropriation and decide whether the land should be appropriated as such, which is the purpose of this decision report to the Cabinet Members.	Yiewsley		Cllr Ian Edwards - Leader of the Council / Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	P - Michele Wilcox	Responses to statutory consultation and public notice on the land appropriation. E-petitions received relating to the land appropriation.	NEW ITEM	Public
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 29 April)										
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco - Property & Infrastructure	Corporate, Finance & Property	P - Michele Wilcox			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public
Cabinet Member Decisions expected - May 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 16 June 2022 (report deadline 30 May) - provisional date										
131	Software Support and Maintenance for the Council's Revenues, Benefits and Housing systems	This report will seek Cabinet agreement to the ICT contract for the continued provision of support and maintenance of the Revenues and Benefits software system and also the Housing software system, both of which are essential back-office systems ensuring service delivery to residents. Proposed is a contract for a 3+1 year period.	N/A		Cllr Douglas Mills - Corporate Services & Transformation	Corporate, Finance & Property	P - Helen Vincent		NEW ITEM	Private (3)
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

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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: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance

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

Cabinet Member Decisions expected - June 2022

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		CS&T - Democratic Services	Various		Public
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Cabinet meeting - Thursday 7 July 2022 (report deadline 20 June) - provisional date

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 Page 28	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	P - 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	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	P - Michele Wilcox			Private (3)
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	TBC	CR&T - TBC	TBC		Public

Cabinet Member Decisions expected - July 2022

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		CS&T - Democratic Services	Various		Public
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NO CABINET IN AUGUST 2022

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

Further details

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: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 1 September 2022 (report deadline 12 August 2022) - provisional date										
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	P - Michele Wilcox			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	All - TBC on decisions made	FD - Paul Whaymand			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public
Cabinet Member Decisions expected - September 2022										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS&T - Democratic Services	Various		Public
Cabinet meeting - Thursday 13 October 2022 (report deadline 26 September) - provisional date										
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	P - Bobby Finch			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	P - Michele Wilcox			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	All - TBC on decisions made	FD - Paul Whaymand			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS&T - Democratic Services	TBC		Public
Cabinet Member Decisions expected - October 2022										

Upcoming Decisions

Further details

Ref	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)		
SI = Standard Item each month Council Departments: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place 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.	Various	All	TBC	CS&T - Democratic Services	Various	Public	
Cabinet meeting - Thursday 10 November 2022 (report deadline 24 October) - provisional date										
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	P - Michele Wilcox		Private (3)	
SI		Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All	Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Paul Whaymand		Public	
SI		Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All	All	TBC	CS&T - Democratic Services	TBC	Public	
Cabinet Member Decisions expected - November 2022										
SI		Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various	All	TBC	CS&T - Democratic Services	Various	Public	
Cabinet meeting - Thursday 15 December 2022 (report deadline 28 November) - provisional date										
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	Public
121		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		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	P - 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

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: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place 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
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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
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Cabinet Member Decisions: Standard Items (SI) that may be considered each month

Page 31	SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS&T - Democratic Services	TBC	Public / Private
	SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services & Transformation / Cllr Ian Edwards - Leader of the Council (if in Manor ward)	Corporate Services & Transformation	P - 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	P - Michele Wilcox		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	P - Michele Wilcox		Private (1,2,3)

Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Departments: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance										
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	P - Perry Scott			Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	CS&T - Democratic Services			Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Jonathan Bianco	Corporate, Finance & Property	various			Private (1,2,3)
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various			Private (1,2,3)
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member	TBC	various			Private (3)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		All	TBC	various			Public / Private (1,2,3)

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Upcoming Decisions

Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI	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	P - Michele Wilcox			Private (1,2,3)
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various			Public
SI	Appeals in relation to business rates (NDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Corporate, Finance & Property	FD - Maureen Pemberton			Private (1,2,3)
SI	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		All	TBC	various			Public

SI = Standard Item each month Council Departments: SC + Social Care & Health PE = Planning, Environment, Education & Community Services P - Place CS&T = Corporate Services & Transformation FD= Finance

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

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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)									X			
Cabinet's budget proposals for next financial year									X		X	
All Select Committee Budget Response	X		X		X		X		X		X	
Cabinet Forward Plan Monthly Monitoring	X		X		X		X		X		X	

One-off service monitoring

The Council's Engagement with the Armed Forces	X											
How the Council helps local small businesses with their procurement processes									X			
Disability Access in Public Buildings			X									
Hillingdon Digital Connectivity Strategy *					X							
Energy Efficiencies in the Civic Centre					X						X	
Information Governance					X							
Cyber Security					X							
Repairs and Maintenance							X					
Website upgrade / performance									X			
Financial Assistance to local voluntary organisations											X	
Corporate Communications												
HOAC												

Past review delivery

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

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	22-Feb-22	

* Perry Scott and Sajad Rashid

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