



HILLINGDON  
LONDON



# Finance and Corporate Services Select Committee

**Date:** WEDNESDAY, 13 JULY  
2022

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE

**Meeting  
Details:** Members of the Public and  
Media are welcome to attend.  
This meeting may also be  
broadcast live.

You can view the agenda  
at [www.hillingdon.gov.uk](http://www.hillingdon.gov.uk) or  
use a smart phone camera  
and scan the code below:



## Cabinet Member hearing the petition(s):

Councillor John Riley (Chairman)

Richard Lewis (Vice-Chairman)

Kaushik Banerjee

Kishan Bhatt

Narinder Garg

Gursharan Mand

Stuart Mathers (Opposition Lead)

**Published:** Tuesday, 5 July 2022

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Putting our residents first

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

## Remit

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 Corporate Services Cabinet Member for Finance
Relevant service areas	Democratic Services Corporate Communications Corporate Finance Procurement Exchequer & Business Assurance Services ICT Legal Services Human Resources Business Administration Business Performance Customer Access Business Improvement Delivery (BID)

## Cross cutting topics

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

- Resident Experience

# Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 Minutes of the previous meeting 1 - 4
- 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 Council Strategy 2022 - 2026 5 - 16
- 6 Policy Review Discussion 17 - 26
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## Minutes

### FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

14 June 2022

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



	<p><b>Committee Members Present:</b> Councillors John Riley (Chairman) Richard Lewis (Vice-Chairman) Kaushik Banerjee Kishan Bhatt Narinder Garg Gursharan Mand Stuart Mathers (Opposition Lead)</p> <p><b>LBH Officers Present:</b> Mark Braddock, Senior Democratic Services Manager Neil Fraser, Democratic Services Officer</p>
3.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>None.</p>
4.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
5.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 12<sup>th</sup> May 2022 be approved as a correct record.</p>
6.	<p><b>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</b> (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items would be considered in public.</p>
7.	<p><b>INTRODUCTION TO OVERVIEW &amp; SCRUTINY IN HILLINGDON</b> (<i>Agenda Item 5</i>)</p> <p>Mark Braddock, Senior Democratic Services Manager, provided the Committee with an introduction to overview and scrutiny within Hillingdon.</p> <p>Key topics highlighted from the report included:</p> <ul style="list-style-type: none"><li>• The purpose and role of the Finance and Corporate Services Committee, including how the Committee fit into the local and national scrutiny structure;</li></ul>

- How Select Committees worked, including their alignment with Cabinet portfolios, adherence to the Local Government Act, and partnership working with Cabinet Members and reporting to Cabinet;
- The Scrutiny Call-In process, including use of the Hillingdon Call-In app, special urgency decision making and the waiving of the call-in period, and the Leader's emergency powers; and
- Scrutiny Essentials and Top Tips.

The Committee was reminded that it had no direct decision making powers, though could make suggestions or recommendations for actions to Cabinet. Additionally, the Committee would be given the opportunity to provide comments to Cabinet prior to it making certain decisions, as part of the Council's consultation process.

Members requested further detail on how the Committee could request information on Cabinet decisions. The Committee was advised that national guidance allowed for pre-decision scrutiny, where possible. Within Hillingdon, the Cabinet Forward Plan was published each month which set out the schedule of decisions to be made by Cabinet. The Committee was free to request information on those published items, where it was available and where the topic fell within its remit. Information items could also be requested to be added to the Committee's Work Programme, though sight of actual Cabinet reports was at the discretion of the relevant Cabinet Member.

Members raised the issue of topics that cut across multiple Cabinet Member portfolios, and how it was determined which Committee would review the report on such topics. The Committee was advised that in such instances, in an effort to avoid duplication of officer work, any relevant report would be considered by the 'primary' Select Committee (i.e. the Committee whose remit was most closely aligned to the topic's service area/department). Where there were specific interests that crossed a number of Committees, the Chairmen from those interested Committees could be invited to attend the primary Committee meeting and contribute to consideration of the item.

On the matter of Call-Ins, the Committee requested detail of how these were reported and whether there was potential for further reporting to increase transparency. Members were advised that Full Council received an annual report which provided confirmation of successful Call-Ins from the previous 12 months. It was agreed that options for further reporting could be considered in the future. Regarding data confidentiality and the app, it was confirmed that the app did not contain any sensitive information and would always reference a publicly available decision document.

**RESOLVED: That the report and presentation be noted.**

8.	<p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 6</i>)</p> <p>Consideration was given to the Cabinet Forward Plan.</p> <p>Members requested that the monthly budget outturn report be included on the Forward Plan document for future meetings.</p> <p><b>RESOLVED: That the Cabinet Forward Plan be noted.</b></p>
9.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 7</i>)</p> <p>Consideration was given to the Committee's Work Programme. Members were advised of an alteration to the published programme, with the mid-year budget item moved from</p>

July to September 2022.

Members were reminded of the remit of the Committee and the criteria to consider when suggesting the addition of items. Members went on to suggest the following:

- An information item from the electoral services team regarding lessons learned from the most recent election, including implementation of recent boundary changes, new polling station locations, and any relevant new legislation.
- An information item on Human Resources within Hillingdon, including current operational processes, any identified issues, and potential improvements.
- An information item on digitalisation and the use of technology within Hillingdon;
- An information item on recruitment and the retention of staff within Hillingdon, with emphasis on comparison with other London authorities.
- An information item on Hillingdon's procurement process, with emphasis on how Hillingdon was securing value for money considering external factors such as Brexit, rising inflation, etc;
- An information item on sub-contracting and quality control within Hillingdon.

Regarding the suggested electoral services item, Members were reminded that much of the topic was within the purview of Full Council.

Members highlighted the use of a scorecard for assessing potential items. It was suggested that the scorecard could be used when selecting potential reviews.

It was agreed that the clerk would review the suggested items for potential inclusion on the Work Programme before feeding back to the Committee. It was highlighted that Members could email the Chairman and the clerk with additional detail on the suggested items following the meeting.

**RESOLVED: That the Work Programme be noted.**

The meeting, which commenced at 7.00 pm, closed at 8.06 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Neil Fraser on 01895 250692. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## COUNCIL STRATEGY 2022 - 2026

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Tony Zaman – Interim Chief Executive Dan Kennedy – Corporate Director of Central Services
<b>Papers with report</b>	Cabinet report – 7 July 2022
<b>Ward</b>	All

### HEADLINES

For the Select Committee to consider and comment on the draft Council Strategy 2022-26 which has been approved by Cabinet for consultation.

### RECOMMENDATION

**That the Committee submit any comments to Cabinet on the Council Strategy, where it relates to matters within their remit.**

### SUPPORTING INFORMATION

On 7 July 2022, Cabinet agreed to consult on a four-year Council Strategy to provide a clear vision and a comprehensive framework of commitments to residents which continue to enhance the Borough and continuously improve council services to be modern, represent value for money and meet residents' needs.

The proposed Strategy is deemed a policy framework document as set out in Chapter 4 of the Council's Constitution. This means it that it will become one the most strategic documents of the Council, making up the 'framework' under which the Cabinet will operate and make decisions.

Consideration of this Strategy is, therefore, to be undertaken in accordance with the Budget and Policy Framework Procedure Rules in the Council's Constitution and statutorily, these require the Cabinet to set out a timetable for the Strategy's adoption, to include a minimum 6-week consultation period and consideration by the relevant select committees, which are all in this case. The following timetable has been proposed:

1. Consultation draft to Cabinet – 7 July 2022
2. Min. 6 week public consultation period and select committees (July / August 2022)
  - a. Finance & Corporate Services Select Committee – 13 July 2022
  - b. Health & Social Care Select Committee – 19 July 2022
  - c. Children, Families & Education Select Committee – 20 July 2022
  - d. Residents' Services Select Committee – 21 July 2022
  - e. Property, Highways & Transport Select Committee – 28 July 2022
3. Cabinet consideration of final draft, consultation and select committee responses – 13 October 2022
4. Council adoption of Council Strategy – 17 November 2022

## **Select Committee comments**

Councillors on this Select Committee may wish to comment on the draft Strategy. Any comments should focus on matters within the Committee's remit which is set out below:

### **Cabinet Member Portfolios:**

Leader of the Council  
Cabinet Member for Corporate Services  
Cabinet Member for Finance

### **Relevant service areas:**

Democratic Services  
Corporate Communications  
Corporate Finance  
Procurement  
Exchequer & Business Assurance Services  
ICT  
Legal Services  
Human Resources  
Business Administration  
Business Performance  
Customer Access  
Business Improvement Delivery (BID)

### **Cross cutting topics:**

Resident Experience

Should the Committee wish to send formal comments to the Cabinet, this can either be agreed at the meeting, or delegated to the Democratic Services Officer, in conjunction with the Chairman (and in consultation with the Opposition Lead).

It is important for Councillors to note that the proposed Council Strategy cannot be an exhaustive plan setting out all the things the Council will seek to do and achieve over the next 4 years. It should remain a high level, succinct and resident focussed strategy setting out key priorities.

Expected officers to introduce this item on the Select Committee agenda will be the Interim Chief Executive and Corporate Director of Central Services. They will set the scene and provide a strategic overview, along with answering any questions Councillors may have.

## **PERFORMANCE DATA**

The intention is that new quarterly performance monitoring reports will be presented to Select Committees later this municipal year and such performance monitoring data and KPIs will, reflect the approved Council Strategy.

## **RESIDENT BENEFIT**

As set out in the Cabinet report.

## **FINANCIAL IMPLICATIONS**

As set out in the Cabinet report.

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Classification: Public

Finance and Corporate Services Select Committee – 13 July 2022

## **LEGAL IMPLICATIONS**

As set out in the Cabinet report.

## **BACKGROUND PAPERS**

NIL.

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## COUNCIL STRATEGY 2022-2026

<b>Cabinet Member(s)</b>	Cllr Ian Edwards
<b>Cabinet Portfolio(s)</b>	Leader of the Council
<b>Officer Contact(s)</b>	Dan Kennedy, Central Services
<b>Papers with report</b>	Appendix 1 – Draft Hillingdon Council Strategy 2022-2026

### HEADLINES

<b>Summary</b>	<p>Hillingdon Council is committed to putting its residents first. Through strong leadership, sound financial management and transforming how it works, the Council will ensure it provides high-quality services residents expect in the most efficient way.</p> <p>The four-year council strategy presented in this report provides a clear vision and a comprehensive framework of commitments to residents which continue to enhance the Borough, continuously improve council services, represent value for money and meet residents' needs.</p> <p>Cabinet is asked to consider and approve the draft four-year council strategy for consultation and to agree to receive the findings of the consultation and any recommended changes in the Autumn, prior to approving the strategy for adoption by full Council.</p>
<b>Putting our Residents First</b>	This report presents a four-year strategy for the Council with clear commitments to put our residents first.
<b>Financial Cost</b>	There are no direct financial implications arising from the recommendations set out in this report, with ongoing development of the Council's medium Term Financial Forecast and Budget Strategy being aligned to the Council Strategy.
<b>Relevant Select Committee</b>	All Select Committees
<b>Wards</b>	All.

## RECOMMENDATIONS

### That the Cabinet:

1. Approves Hillingdon's draft Council Strategy 2022-26 in Appendix 1 for consultation and;
2. Agrees to receive the final Council Strategy 2022-2026 in October 2022, informed by the findings from the proposed consultation process, in order to recommend the Strategy to full Council for adoption.

### Reasons for recommendation

Hillingdon's draft Council strategy sets out a clear vision for the Borough and the Council, for the next four years and forms a key element of the policy framework. Approval is sought from Cabinet to approve the strategy for consultation, to ensure that residents and partners have the opportunity to consider and comment on the commitments. The consultation stage is prior to Cabinet approving to recommend Council adopt the strategy in the Autumn.

### Alternative options considered / risk management

No alternative options were considered. The draft strategy sets out the vision and priorities for the council over the next four years and consideration of resident and partner feedback arising from the consultation will ensure the council continues to put residents first.

### Democratic compliance

The Council Strategy is a policy framework document as set out in Chapter 4 of the Council's Constitution. Consideration of this Strategy is, therefore, to be undertaken in accordance with the Budget and Policy Framework Procedure Rules and these require the Cabinet to set out a timetable for the Strategy's adoption, to include a minimum 6-week consultation period and consideration by the relevant select committees. The following timetable is proposed:

1. Consultation draft to Cabinet – 7 July 2022
2. Minimum 6-week public consultation period and select committees (July / August 2022)
  - a. Finance & Corporate Services Select Committee – 13 July 2022
  - b. Health & Social Care Select Committee – 19 July 2022
  - c. Children, Families & Education Select Committee – 20 July 2022
  - d. Residents' Services Select Committee – 21 July 2022
  - e. Property, Highways & Transport Select Committee – 28 July 2022
3. Cabinet consideration of final draft, consultation and select committee responses – 13 October 2022
4. Council adoption of Council Strategy – 17 November 2022

### Select Committee comments

None at this stage. As a policy framework document, comments from Select Committees will be presented to Cabinet following the conclusion of the consultation process.

## SUPPORTING INFORMATION

1. Hillingdon Council continues to put residents first in everything it does. This includes our excellent waste and recycling services, investing in footpaths and roads, providing high quality leisure facilities and award-winning green spaces, building new affordable homes, enhancing schools, supporting local high streets, tackling the effects of climate change, protecting residents from harm and supporting residents to live independent and healthy lives, the Council is committed to making a difference.
2. The Council's approach of strong leadership, sound financial management and transforming how it works will continue to ensure high-quality services and facilities residents expect are provided in the most efficient way.
3. The draft Council Strategy 2022-2026 builds on the successes of the Council to date and sets a clear vision, the ambition for residents and the council, and commitments to residents over the next four years to continue to respond positively to changing demands and requirements.

### **Our Ambition for Residents**

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy.

### **Our Ambition for the Council**

We will strive to be an efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of our residents.

### **Commitments to Residents**

#### **1. Safe and Strong Communities**

Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing.

#### **2. Thriving, Healthy Households**

Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.

#### **3. A Green and Sustainable Borough**

Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport.

#### **4. A Thriving Economy**

We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs.

#### **5. A Digital-Enabled, Modern, Well-Run Council**

We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.

4. The draft strategy (appendix 1) provides a broad, overarching framework for effective business planning and strong performance management within the Council to drive the transformation of services to continue to meet the changing needs and expectations of residents.
5. The Council wants to hear from residents, community groups, partners and businesses about the details set out within the draft strategy. Cabinet is, therefore, asked to agree that the draft plan is subject to a consultation process to engage meaningfully with residents, the community and businesses to inform the final strategy, to be presented to Cabinet in October 2022.

## **Financial Implications**

There are no direct financial implications associated with the recommended consultation and subsequent consideration by Cabinet of the draft strategy. As outlined above the strategy will provide the overarching framework within which the Council will deliver for residents, with development of the Council's Medium Term Financial Forecast and Budget Strategy to be undertaken in pursuit of these ambitions and commitments.

## **RESIDENT BENEFIT & CONSULTATION**

### **The benefit or impact upon Hillingdon residents, service users and communities?**

The four-year council strategy presented in this report provides the vision and a comprehensive framework of commitments to residents which seek to continue to enhance the Borough and continuously improve council services to be modern, represent value for money and meet residents' needs.

The proposed consultation stage for the strategy will seek views from residents, partner organisations and businesses to ensure comments are considered prior to finalising the strategy.

### **Consultation carried out or required**

The report recommends Cabinet approves a consultation stage with residents, partner organisations and businesses to seek views on the proposed four-year strategy to inform the final strategy to be presented to Cabinet in October 2022. The consultation will involve a structured survey available to all residents, promotion through a variety of channels, pro-active contact with partners and engagement with residents' associations. The consultation stage will invite comments from all Select Committees.

## **CORPORATE CONSIDERATIONS**

### **Corporate Finance**

Corporate Finance has reviewed this report and draft Council Strategy, noting that the ambitions set out for both Residents and the Council will inform ongoing development of the Medium-Term Financial Forecast and Budget Strategy. As noted above, there are no direct financial implications arising from the development of and consultation on the draft Council Strategy.

## Legal

Legal Services confirm that there are no specific legal implications arising from this report at the current time. More detailed legal advice will be given to Cabinet in October 2022, following the outcome of the consultation.

## BACKGROUND PAPERS

NIL

# Appendix 1 – Draft Council Strategy 2022-2026

## Hillingdon Council

### Our Borough

Hillingdon is a prosperous, modern, diverse and connected London Borough. It is the westernmost borough in Greater London with a population of just over 309,000. Hillingdon has outstanding facilities and opportunities that position the borough to be a great place to live, work, study and do business.

- Hillingdon is the second largest of London's 32 boroughs, covering an area of 42 square miles (11,571 hectares) and located just 14 miles from central London.
- A diverse and vibrant population, with 92 spoken languages in the Borough.
- Home to Heathrow Airport, historically the region's biggest employment site supporting the economy, jobs and local services.
- An excellent strategic location for business, with good transport connections including the London Underground Metropolitan, Piccadilly and Central lines, the Elizabeth Line, the national rail network and air, as well as major UK motorways (M4, M25 and M40).
- A Borough with more than 16,000 businesses. As well as a vibrant local business sector, Hillingdon has one of the highest concentrations of major international and European headquarters outside of the City of London and the West End.
- A green borough where town meets country - with 800 acres of woodland, country parks, fields and farms, several rivers and the Grand Union Canal. The borough maintains more than 200 green spaces, totalling around 1,800 acres (730 hectares).
- A place for learning - home to more than 100 schools, Uxbridge College, Brunel University and a campus for Buckinghamshire New University.
- Three hospitals – The Hillingdon Hospital, Mount Vernon and the Harefield Hospital.
- Cultural and art offers – local theatres, visitor attractions and heritage trails.

### Our Vision

Putting Our Residents First

### Our Ambition for Residents

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy. We want all our residents to:

- Live active and healthy lives.
- Enjoy access to green spaces, leisure activities, culture and arts.
- Live in a sustainable borough that is carbon neutral.
- Be / feel safe from harm
- Live in good quality, affordable homes in connected communities.
- Stay living independently for as long as they are able.
- Achieve well in education, with opportunities for learning at all ages.
- Have opportunities to earn an income that supports their families.

## **Our Ambition for the Council**

We will strive to be an efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of our residents.

## **Our Commitments to Residents**

### **1. Safe and Strong Communities**

Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing. We will;

- Work to keep residents safe from harm.
- Actively work in partnership with the Police, other partners and communities to prevent and tackle crime, including anti-social behaviour and drug-related crime.
- Support residents to play an active role in resilient and respectful communities.
- Take enforcement action to protect residents and the environment.
- Enable more new homes to be available, in the appropriate places.
- Increase the number of affordable homes available each year.
- Prevent and tackle homelessness, including rough sleeping.

### **2. Thriving, Healthy Households**

Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives. We will;

- Work with partners, including schools, to deliver a range of innovative programmes that help improve the health of our residents and tackle differences in health outcomes.
- Support the most vulnerable residents in our communities to live independently.
- Develop housing options for vulnerable adults and older people that promotes active independent living.
- Develop innovative ways for residents to access early advice and support when they need it, to help prevent needs escalating.
- Work with the NHS and other partners to continue to develop joined-up services to meet the health, care and support needs of residents in the community, including the development of a new Hillingdon Hospital.
- Work with partners to ensure better access to healthcare in the community
- Explore ways to work innovatively with the voluntary sector to help improve health and wellbeing outcomes for residents.
- Ensure every Hillingdon child has access to a school place, including children with additional needs.
- Improve educational outcomes with partners and work to reduce the achievement gaps for children, including those with vulnerabilities and special educational needs and/or disabilities (SEND).
- Have access to 'Good' and 'Outstanding' local education settings
- Increasing supported employment and apprenticeships for vulnerable people.
- Develop opportunities to support children with social, emotional and mental health and wellbeing at an early stage.
- Improving digital access for all
- Develop programmes that enrich the lives of young people and support them to move successfully into adulthood and be ready for work.

### **3. A Green and Sustainable Borough**

Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport. We will;

- Work towards being a carbon-neutral organisation by delivering Hillingdon's Climate Action Plan with partners, including planting more trees and enabling investment in new sustainable infrastructure. Create opportunities to increase biodiversity across the Borough.
- Protect the heritage, built environment, green belt, parks and open spaces.
- Promote sustainable transportation, including walking, cycling, the use of public transport and electric vehicles.
- Help residents and businesses to reduce waste and increase recycling.
- Help to improve the energy efficiency of homes.

### **4. A Thriving Economy**

We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs. We will;

- Work with partners and local businesses to promote investment and business growth, including attracting new companies to the Borough.
- Procure services that supports local businesses and adds social value.
- Work in partnership with local employers and other stakeholders to provide opportunities for residents to learn new skills, to find local jobs and progress into better-quality jobs.
- Strengthen the digital infrastructure in the Borough.
- Create opportunities for investment in sustainable local infrastructure to support economic growth.
- Work with partners to help tackle low pay.
- Support thriving multi-purpose, viable town centres, including creating a new master plan for Uxbridge.
- Target support to help residents out of financial hardship.

### **5. A Digital-Enabled, Modern, Well-Run Council**

We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents. We will;

- Be a strong leader of joined-up public services for Hillingdon residents.
- Promote resident engagement in connected communities.
- Embrace technology to be efficient and make it easier for residents to use council services.
- Make the best use of our land and buildings.
- Ensure value for money in the procurement and delivery of services.
- Continue to review and develop services to achieve the best possible outcomes for residents and communities.
- Develop a diverse, committed and skilled workforce in the Borough.

## POLICY REVIEW DISCUSSION & GUIDANCE

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Neil Fraser, Democratic Services
<b>Papers with report</b>	Appendix A - Review topic selection scorecard
<b>Ward</b>	All

### HEADLINES

To discuss ideas on suitable review topics by the Committee. To assist, this report provides guidance on the Committee's remit, an overview of how reviews can be undertaken, potential new and previous review topics and a scorecard to use to assess.

### RECOMMENDATIONS

**That the Committee:**

- 1. Note the guidance on undertaking policy reviews in Appendix 1;**
- 2. Seek to make use of the scorecard attached in Appendix 1 (Annex A) to assess any policy review topic ideas;**
- 3. Develop a single or shortlist of potential topic ideas over the coming months or year for officers to scope further and report back to the Committee on feasibility.**
- 4. Delegate to the Democratic Services Officer, in conjunction with the Chairman (and in consultation with the Opposition Lead) any further agreement on review topic selection as required.**

### SUPPORTING INFORMATION

#### **The Committee's direct remit of activity**

This Select Committee's specific Terms of Reference are set out below. This sets the parameters (or service areas) in which the Committee can undertake a policy review, present findings, request reports and provide direct input on matters:

#### **Cabinet Member Portfolios:**

Leader of the Council  
Cabinet Member for Corporate Services  
Cabinet Member for Finance

#### **Relevant service areas:**

Democratic Services  
Corporate Communications  
Corporate Finance

Procurement  
Exchequer & Business Assurance Services  
ICT  
Legal Services  
Human Resources  
Business Administration  
Business Performance  
Customer Access  
Business Improvement Delivery (BID)

**Cross cutting topics:**  
Resident Experience

### **Selecting a topic and undertaking a review**

Appendix 1 attached provides detailed guidance on selecting topics and undertaking any policy review. A Scrutiny Topic Scorecard is provided to assist with this. Further guidance can be sought from Democratic Services.

### **Previous policy reviews**

It is advised not to review an area that has either been recently reviewed by a committee or is subject to internal review or planned service transformation to avoid duplication and additional resourcing. A list of past reviews over the last 5 years, pertinent to this Committee's remit is shown below for information:

2021/22

- [Performance Reporting and Monitoring in Hillingdon](#)  
(considered at the [Cabinet meeting on 17 February 2022](#))

2019/20

- [Community safety and new policing structures in Hillingdon](#)  
(considered at the [Cabinet meeting on 25 July 2019](#))
- [Combating the homophobic, biphobic and transphobic bullying of young people in Hillingdon](#)  
(considered at the [Cabinet meeting on 20 June 2019](#))

2018/19

- [Digital broadcasting of Policy Overview, Scrutiny and Select Committees](#)  
(considered at the [Cabinet meeting on 30 May 2019](#))

### **Possible topics under current consideration:**

Only where previously suggested or recorded in the minutes, below lists potential review topics for further discussion and who from. Members may wish to present their own new topic ideas at the meeting and provide details of what particular aspects merit a review to assist officers in any scoping exercise.

It is important to differentiate between "information reports" you may wish to come before a committee to look at a service and then "review topics" which are more in-depth reviews resulting

in a final report and the focus of this report.

As mentioned in Appendix 1, one way to 'test out' a potential policy review topic would be to add it as an 'information report' to an upcoming meeting on your work programme, to probe the matter further with Council officers or other stakeholders and ascertain whether it merits a fuller review – again perhaps running it through the Scrutiny Topic Scorecard provided.

Potential Information reports suggested at the previous meeting:

- Human Resources within Hillingdon, including current operational processes, any identified issues, and potential improvements.
- Digitalisation and the use of technology within Hillingdon; (received by previous Corporate, Finance and Property Select Committee in September 2021, previously shared with members by email)
- An information item on recruitment and the retention of staff within Hillingdon, with emphasis on comparison with other London authorities.
- An information item on Hillingdon's procurement process, with emphasis on how Hillingdon was securing value for money, considering external factors such as Brexit, rising inflation.

### **Implications on related Council policies**

A statutory role of the Select Committees is to undertake reviews and make recommendations to the Cabinet who are responsible for the Council's policy and direction. Reviews selected should be consistent with the Council's policy and budgetary framework.

### **How this report benefits Hillingdon residents**

None at this stage, pending any findings and recommendations devised in the final report.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL

# Appendix 1 - Guidance on undertaking policy reviews

Over the years, Hillingdon's overview and scrutiny committees have undertaken successful in-depth reviews of Council services and policies. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such committees engage Councillors in a wide range of Council activity and build a greater understanding about service provision to residents.

Policy reviews generally seek to:

1. Address a [significant] matter affecting the Borough
2. Seek to improve the delivery and/or efficiency of local services
3. Consider changes to policies or procedures to improve outcomes to residents/users

## REVIEW PHASES

The typical phases of a review are as follows and set out further below:

- 1 Selection of topic
- 2 Scoping the review / setting out objectives
- 3 Witness & evidence stage (this is the main activity)
- 4 Findings and Draft recommendations (possible early report draft)
- 5 Final report approved by Committee
- 6 Referred to Cabinet for consideration
- 7 Monitoring the implementation of recommendations once approved / amended by Cabinet at meetings, i.e. in six months

### 1. Selection of topic

It is always best to sound out and check the feasibility of potential review topics early on, as there will be lots of ideas coming forward and often knowing what topic will add most value will be difficult to gauge at this stage. It is important not to generalise, e.g. a review into waste services. Potential topics should

It may also not be known whether a topic is currently under review by the Cabinet or Council officers or part of a planned service transformation in due course. All of this and other factors need to be investigated and in particular, any duplication of review activity should not take place.

Whilst most policy reviews last a number of months, not all policy review ideas will suit this and

may benefit from a single meeting review. It really depends on the scope of the review. It very narrow, i.e. a particular service policy, then a single meeting review may suffice. If a review seeks to look at an entire way a service operates then a number of months may be required to ensure you can undertake all your witness sessions and secure the necessary evidence and information before you formulate your findings.

Ideas for review topics can come from a number of sources including:

- Committee Members
- Cabinet Members.
- Council officers
- External partners / organisations
- Residents
- Ombudsman findings

When Councillors or the Committee itself considers a potential review topic, it is recommended running it through the Scrutiny Topic Scorecard (see Annex A). This gives you the opportunity to ‘score’ topics based upon their impacts under the following criteria:

<b>Resident focused</b>	<b>Influence</b>	<b>Achievable</b>
<b>Correct remit</b>	<b>New</b>	<b>Wider support</b>
<b>Drives improvement</b>	<b>Drives transformation and efficiency</b>	<b>National impact</b>

Another way to consider a potential review topic, is to add this as an information item at an upcoming meeting on your work programme, to probe the matter further with Council officers and ascertain whether it merits a fuller review – again perhaps running it through the Scorecard above.

It is strongly advised that one review topic is undertaken at any one time, given resources.

## 2. Scoping report

Once a topic is agreed upon by the Committee, then officers will prepare a scoping report setting out the objectives of the review for your consideration. The scoping report will show how the review can be timetabled and structured, i.e. through themed witness sessions, along with details of potential witnesses and other contextual information to get the review started, e.g. lines of enquiry or questioning of witnesses.

The scoping report is a ‘live’ document owned by the Committee. Should the review’s focus change mid-review, then the scoping document and its objectives can be adapted.

## 3. Witness and evidence stage

Ultimately, the Committee’s efforts are at their best when external witnesses and residents participate, adding value to intelligence gathering and findings. In support of this, Committees have undertaken a variety of both formal and informal activity “in meetings” and “outside meetings”. It is important to pull together a broad evidence based for any potential findings later on. Additionally, the ability for Councillors to bring their ‘local’ insight is highly valuable. Activities the Committee can undertake include:

- Surveys / social media
- Promotion of review to seek views
- Invite the relevant Cabinet Member to attend for their views
- Question key council officers
- Hold informal workshops
- Networking events, e.g. with partners
- Have closed meetings, i.e. confidential, such as social care clients
- Commission reports from council officers / externally
- Request data and intelligence on the topic
- Visits to other local authorities
- Undertake site visits within the Borough or council facilities
- Appoint experts or advisors to join the Committee throughout its review
- Selecting the best range of witnesses to get a real user / resident perspectives
- Invite national experts in their field

Whilst information will be provided to Councillors, it may be helpful when preparing for this stage of a review, that Councillors:

- Prepare their draft questions for each witness in advance;
- Read a witness bio or find out more about their organisation;
- Do their own additional research on the topic - you may find something officers don't!
- Use their network of councillors in other local authorities to seek views;
- Tell residents at Surgeries / Ward Walks about your review, get their thoughts.

#### **4. Findings and draft recommendations & 5. Final Report**

After hearing from witnesses and receiving evidence, the Committee then will meet to pull together all the information and shape its collective findings, i.e. what needs to be improved or changed as a result.

The Committee will form 'draft' recommendations from this, which consistent with the Protocol on Cabinet and Scrutiny Relations, are usually shared with the Cabinet Member for their feedback and valuable insight.

In developing any recommendation, the Committee should bear in mind the following:

- Meet the initial aims / objectives of the review
- Be SMART, Specific, Measurable, Achievable, Relevant, Time-bound
- Not be a short-term fix, but a lasting outcome
- Consider the financial aspect, e.g. cost neutral, provide savings or if at a cost, then affordable – and if possible aligned with the MTFP (budget planning process)
- Be based on a broad evidence base as possible and 'user or resident' insight
- Not create additional bureaucracy, e.g. if it relates to a policy, then to seek to review or amend existing policies (unless there is an absolute imperative for a new policy)
- If publicity or wider engagement or education is recommended, to target such communications as best as possible rather than generally
- Consider 'conclusions' as well as any specific recommendations.

Around this time, the Democratic Services Officer supporting the Committee will advise further on findings and drafting recommendations. Throughout this process, their role is critical to the Committee, to guide Members and secure the information and any witness activity that Members

wish to undertake. They also work with the Chairman to bring the final draft report for the Committee to approve before it is scheduled to Cabinet.

## **6. Referred to Cabinet & 7. Monitoring of recommendations**

The Committee's report will be shared with the Leader and Cabinet Member and scheduled to a Cabinet meeting as soon as possible. There is a legal requirement for any such report to be considered by the Cabinet.

Should Cabinet approve the Committee's recommendations, then they become official policy and officers are charged with implementing them.

A post report review is undertaken in say 6 months or a years' time to see how the Committee's recommendations have been implemented. This is scheduled on your work programme.

## Annex A – Scrutiny Topic Scorecard 2022-2026

	<i>Criteria scores showing 1-5 (5 being the highest, 0 the lowest). Then add up the total score. The higher the better review.</i>									
<b>Topic</b>	<b>Resident focused</b>	<b>Correct remit</b>	<b>Influence</b>	<b>New</b>	<b>Achievable</b>	<b>Wider support</b>	<b>Drives improvement</b>	<b>Delivers transformation and efficiency</b>	<b>National impact</b>	<b>Score</b>

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See criteria descriptions overleaf...

**Detailed criteria to assess review scoring (5 being the highest, 0 the lowest)**

**Resident-focused** – The topic will have high impact on residents and the community, with public interest and scope for making a positive difference (can be universal or a targeted group of people or an area of the Borough e.g. young people or a particular town centre)

**Correct remit** – A topic that is clearly covered in the Committee’s Terms of Reference and does it cut clearly into the domain of other Committees (unless a cross-cutting brief). If it does, then see if you can narrow the focus of the topic.

**Influence** - A topic that relates to a service, event or issue in which the Council is in control of, has a significant stake in or influence over the matter, e.g. with partners.

**New** - A new, fresh topic preferably. One which has not previously been reviewed by a Committee in the last 2-3 years, or which is not currently being reviewed by another Committee or internally by Cabinet Members and Officers, e.g. through service transformation.

**Achievable** – A topic that is not open ended. One where the Committee’s work programme can accommodate the review. Where there is likely to be a good level of expertise and information to draw on to complete. Does the topic need to be narrowed to make it more achievable?

**Wider support** - A topic that is likely to receive buy-in from the Committee and wider Council, e.g. Cabinet Members, Officers. Or support is welcome from partner organisations to review the matter.

**Drives improvement** - A topic where performance levels of a service have dropped on a consistent basis, or the contractor is not performing against agreed standards or there are significance (evidenced) complaints or feedback from residents on the matter.

**Delivers transformation and efficiency** – a topic in support of the Council budgetary objectives, any areas where service re-modelling is under consideration in the medium to longer-term, that with Members’ insight can help to deliver future savings, efficiencies and value for money services to residents. A topic where new ways of working could be adopted to benefit service delivery.

**National impact** – A topic where emerging or recent legislation mean that it would be timely to review the matter to ensure Hillingdon Council is well prepared. Or a topic, that whilst Hillingdon focussed, could potentially be of benefit to other local councils or governmental authorities.

## CABINET FORWARD PLAN

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Neil Fraser, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Forward Plan
<b>Ward</b>	All

### HEADLINES

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

### RECOMMENDATIONS

**That the Finance and Corporate Services Select Committee notes and comments on items going to Cabinet.**

### SUPPORTING INFORMATION

The latest published Forward Plan is attached.

#### **Implications on related Council policies**

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

#### **How this report benefits Hillingdon residents**

Select Committees directly engage residents in shaping policy and recommendations from the Committees seek to improve the way the Council provides services to residents.

#### **Financial Implications**

None at this stage.

#### **Legal Implications**

None at this stage.

### BACKGROUND PAPERS

NIL.

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<b>Ref</b>	<b>Upcoming Decisions</b>	<b>Further details</b>	<b>Ward (s)</b>	<b>Final decision by Full Council</b>	<b>Cabinet Member(s) Responsible</b>	<b>Directorate / Lead Officer</b>	<b>Consultation on the decision</b>	<b>NEW ITEM</b>	<b>Public / Private Decision &amp; reasons</b>
SI = Standard Item each month		Council Departments: I = Infrastructure, Transport & Building Services P + Planning, Environment, Education & Community Services SC = Social Care CR&S – Corporate Resources & Services FD= Finance							
<b>Cabinet Member decisions Expected – July 2022</b>									
019	<b>Telephony Payments - PCI Compliance</b>	To support the Council's continued digital transformation, Cabinet Member approval is requested to support the ICT and Finance service areas to implement a Payment Card Industry (PCI) compliant Telephony Payments Solution. This is because the current process of taking card payments verbally over the phone is not compliant with modern payment standards.	All		<b>Cllr Douglas Mills - Corporate Services / Cllr Martin Goddard - Finance</b>	<b>Michael Clarke</b>			Private (3)
<b>Cabinet Meeting – Thursday 01 September 2022</b>									
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public

		2 of the Cabinet meeting and agenda.							
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>TBC</b>	<b>CS - Democratic Services</b>	TBC		Public
<b>Cabinet Member decisions Expected – September 2022</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>All</b>	<b>CS - Democratic Services</b>	Various		Public
<b>Cabinet Meeting – Thursday 13 October 2022</b>									
053b	<b>Council Strategy 2022-2026 - POLICY FRAMEWORK</b>	Following consultation, Cabinet will consider recommending to the full Council a new Council Strategy. It will set out the Council's proposed vision,	All	<b>Proposed Full Council adoption - 17 November 2022</b>	<b>All Cabinet Members</b>	<b>CS - Dan Kennedy / Naveed Mohammed</b>	Statutory consultation and select committees	<b>NEW ITEM</b>	Public

		direction and the overarching policies as a framework to deliver excellent services to residents in the Borough and monitor their performance and delivery.							
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>TBC</b>	<b>CS - Democratic Services</b>	TBC		Public

**Cabinet Member Decisions Expected - 13 October 2022**

SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CS - Democratic Services	TBC		Public
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**Cabinet Meeting – Thursday 10 November 2022**

SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	CS - Democratic Services			Public
SI	<b>Monthly Council Budget - monitoring report</b>	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	R - Andy Evans			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions Expected - November 2022

SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		All	<b>CS - Democratic Services</b>	Various		Public
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Cabinet Meeting – Thursday 15 December 2022

040a	<b>The Council's Budget - Medium Term Financial Forecast 2023/24 - 2027/28 (BUDGET FRAMEWORK)</b>	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	<b>Proposed Full Council adoption - 23 February 2023</b>	<b>Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
042	<b>Financial assistance to Hillingdon's local voluntary organisations</b>	This report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2023/24 financial year,	All		<b>Cllr Douglas Mills - Corporate Services</b>	<b>CS - Kevin Byrne</b>			Public

		demonstrating continued commitment to the vital work they do for residents in Hillingdon.							
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>TBC</b>	<b>CS - Democratic Services</b>	TBC		Public

<b>Cabinet Member Decisions Expected - December 2022</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		All	<b>CS - Democratic Services</b>	Various		Public
<b>Cabinet Meeting – Thursday 05 January 2023</b>									
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	<b>CS - Democratic Services</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	<b>CS - Democratic Services</b>	TBC		Public
<b>Cabinet Member Decisions Expected - January 2023</b>									
SI	<b>Standard Items taken each month by the</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and	All		All	<b>CS - Democratic Services</b>	Various		Public

	<b>Cabinet Member</b>	capital position and other key financial decisions required.							
<b>Cabinet Meeting – Thursday 16 February 2023</b>									
045	<b>The Schools Budget 2023/24</b>	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		<b>Cllr Susan O'Brien - Children, Families &amp; Education / Cllr Martin Goddard - Finance</b>	<b>R - Graham Young</b>	Schools Forum		Public
040b	<b>The Council's Budget - Medium Term Financial Forecast 2023/24 - 2027/28 (BUDGET FRAMEWORK)</b>	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 2023/24 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	<b>Proposed Full Council adoption - 23 February 2023</b>	<b>Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	<b>Public Preview of matters to</b>	A report to Cabinet to provide maximum transparency to residents on the	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public

	<b>be considered in private</b>	private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.							
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>TBC</b>	<b>CS - Democratic Services</b>	TBC		Public
<b>Cabinet Member Decisions Expected - February 2023</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>All</b>	<b>CS - Democratic Services</b>	Various		Public
<b>Cabinet Meeting – Thursday 23 March 2023</b>									
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public

		private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.							
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>TBC</b>	<b>CS - Democratic Services</b>	TBC		Public
<b>Cabinet Member Decisions Expected - March 2023</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>All</b>	<b>CS - Democratic Services</b>	Various		Public
<b>Cabinet Meeting – Thursday 20 April 2023</b>									
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public

		private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.							
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		<b>TBC</b>	<b>CS - Democratic Services</b>	TBC		Public
<b>Cabinet Member Decisions Expected - April 2023</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>All</b>	<b>CS - Democratic Services</b>	Various		Public
<b>Cabinet Meeting – Thursday 04 May 2023</b>									
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public

		private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.							
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	<b>CS - Democratic Services</b>	TBC		Public
<b>Cabinet Member Decisions Expected - May 2023</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		All	<b>CS - Democratic Services</b>	Various		Public

## FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - WORK PROGRAMME

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Neil Fraser, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	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 Finance and Corporate Services Select Committee considers the report and agrees any amendments.**

### SUPPORTING INFORMATION

1. The Committee's meetings will start at 7pm and the witnesses attending each of the meetings are generally representatives from external organisations, some of whom travel from outside of the Borough. Forthcoming meeting dates are as follows:

Meeting Date	Room
06 September 2022	CR5
20 October 2022	CR5
23 November 2022	CR5
11 January 2023	CR6
08 February 2023	CR6
01 March 2023	CR6
19 April 2023	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 2022 - 2026

2022/23

2023/24

Finance & Corporate Services Select Committee	June 14	July 13	August No meeting	September 6	October 20	November 23	December No meeting	January 11	February 8	March 1	April 19	May No meeting
<b>Review A: TBC</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting				Selection / Scoping	Witness Session	Witness Session		Witness Session	Findings	Final report	Cabinet	
<b>Regular service &amp; performance monitoring</b> Mid year Budget Update Quarterly Performance Monitoring Annual complaints & service update report Cabinet's budget proposals for next financial year Cabinet Forward Plan Monthly Monitoring				X	X	X		X				
<b>One-off monitoring or update reports</b> Scrutiny Introduction (Democratic Services) Policy Review Discussion & Guidance Council Strategy 2022-2026 consultation	X	X		X	X	X		X	X	X	X	
<b>Part review delivery</b> Performance Monitoring & Reporting Review 2021/22											X	

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