



HILLINGDON  
LONDON



# Finance and Corporate Services Select Committee

**Date:** THURSDAY, 20 OCTOBER  
2022

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5 - CIVIC  
CENTRE

**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:** Wednesday, 12 October 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 - 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 - 1st Witness Session - Procurement within Hillingdon 7 - 12
- 6 Cabinet Forward Plan 13 - 28
- 7 Work Programme 29 - 32

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## Minutes

### FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

6 September 2022



Meeting held at Committee Room 6 - Civic Centre,  
High Street, Uxbridge UB8 1UW

	<p><b>Committee Members Present:</b> Councillors John Riley (Chairman) Kaushik Banerjee Kishan Bhatt Narinder Garg Gursharan Mand Stuart Mathers (Opposition Lead) Philip Corthorne (In place of Richard Lewis)</p> <p><b>LBH Officers Present:</b> Matthew Kelly, Head of Procurement Iain Watters, Head of Finance - Financial Planning, Capital, Treasury &amp; Systems Ian Anderson, Business Manager, Complaints &amp; Enquiries Team Marie Stokes, Finance Business Partner Neil Fraser, Democratic Services Officer</p>
18.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Lewis. Councillor Corthorne was present as substitute.</p>
19.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
20.	<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 13 July 2022 be approved as a correct record.</p>
21.	<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 agenda items would be considered in public.</p>
22.	<p><b>ANNUAL COMPLAINTS &amp; SERVICE UPDATE REPORT</b> (<i>Agenda Item 5</i>)</p> <p>Ian Anderson - Business Manager, Complaints &amp; Enquiries Team, introduced a report detailing information and analysis of complaints and Members' Enquiries received between 1 April 2021 and 31 March 2022.</p>

The report was summarised, which showed that there was an overall increase in the number of informal complaints received, an increase in Stage 2 complaints, and an increase in investigations by the Ombudsman. The service areas that had received the most number of informal complaints were Housing, Waste and ASBET. The number of Stage 2 complaints had increased because the Council had made a conscious decision to give complainants the option to escalate to Stage 2 if they were dissatisfied with the Stage 1 response, rather than a direct escalation to the Ombudsman from Stage 1. The number of Ombudsman investigations had also increased, mainly because the Ombudsman paused their investigations for 4 months during 2020/21 and they had caught up in 2021/22. It was recognised that the Covid-19 pandemic had likely contributed to the increase, as more people had been at home to experience issues previously unrecognised when away at work.

Compliments had been seen to have decreased when compared to the previous year, though this was expected as the planting of borough-wide wildflowers had resulted in a disproportionately high number of compliments during 2020/21.

Member's Enquiries (ME's) were similar to the previous year, with the most common queries on the subject of Planning, Housing and Waste (particularly issues of fly-tipping). ME's on adult/children social care issues were comparatively fewer in number, but were more complex and demanding to resolve.

Response times were broadly positive, though in some areas could be better. However, Members were reminded that Hillingdon had set a much tighter deadline for responding to Stage 1 complaints than most other Local Authorities i.e. Hillingdon's target for responding to Stage 1 complaints was 10 working days, as opposed to 20 working days.

It was commented that residents would lodge complaints about the application of a policy, such as the Social Housing Allocation Policy, rather than the principle of the policy itself. These complaints tended to escalate to the Ombudsman.

Members sought further information on a number of points. Regarding the use of mediation and conciliation to de-escalate issues, the Committee was advised that mediation was available to residents but rarely progressed as all parties had to agree to mediation and usually one party would decline. It was agreed that the officer would look into whether staff in the Council had been trained as mediators and whether there was any potential for staff to receive mediation training. The importance of learning from errors and striking a conciliatory tone when responding to residents had been recognised. Data, as set out in the report, was presented to Corporate and Senior Managers to identify trends and issues to be overcome.

Customer satisfaction on the complaints process was difficult to gauge, with previous feedback exercises showing that ratings were often dependant on whether or not the outcome had been positive for the resident. Members suggested that officers review the potential for a pop-up feedback survey on the Council's website.

The new ME process was confirmed to provide a greater amount of real-time data, including a distinction between service requests and Members Enquiries.

Regarding ME's on fly-tipping, it was requested that the clerk forward the most recent report on Hillingdon's review of littering and fly-tipping to Cllr Mand. The Chairman

advised that the topic was also being reviewed within the LGA, with harsher penalties for offenders being considered.

On the matter of delays, it was confirmed that most complainants were responded to within 20 days. When delays did occur, the timeline was missed in most instances by 1-3 days. The Committee requested that further data, broken down by service area, be provided following the meeting.

It was requested that future reports include detail of Hillingdon's performance versus its statistical neighbours.

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

23. **MID-YEAR BUDGET UPDATE REPORT** (*Agenda Item 6*)

Iain Watters – Director, Strategic and Finance Operations, and Marie Stokes – Finance Business Partner, introduced a report detailing budget planning work for services within the Committee's remit.

Officers highlighted the challenges that the Council was working to address, including the reduction in government funding, the continuing impact of the Covid-19 pandemic, and the significant inflationary pressures facing the nation. Examples of how the pandemic continued to affect Council revenues included the ongoing reduction in car park fees as a result of reduced footfall within town centres.

Inflation was recognised as a larger challenge that officers were seeking to address through the identification of opportunities for more effective use of resources. This included identifying efficiencies in procurement and supply chain management. Moving forward, the Council would be looking to central Government for additional funding to help further address such pressures.

The Committee sought additional information on a number of points. On the matter of how the Council was forecasting and planning for the ongoing impact of the pandemic or rising inflation, officers advised that the previous year's budget and forecast had included estimates on expected reduction in income due to the pandemic. Future budgets currently being worked on included a refinement of those estimates to address such legacy pressures. The new pressure of rising inflation was being addressed in partnership with external advisors. Borrowing rates from the Treasury were increasing, and officers were reviewing the Council's capital programme as a result. Where required, business cases for capital spend were being revised, though the need to continue with required developments, such as school expansions, was highlighted.

Regarding the report's suggestion that rising costs would be temporary, it was accepted that this could be optimistic. As a result, MTFE modelling now included forecasting for longer than the usual 2-year period. It was highlighted that the new Government administration would seek to address rising inflation, which would likely have an impact on any subsequent Council actions. On the matter of social care economy and potential budgetary headroom, this continued to be monitored by officers.

Reference was made to funding of the HRA/DSG. Officers advised that such matters were within the remit of other Select Committees, though would note the subject for potential inclusion in future reports.

	<b>RESOLVED: That the report be noted.</b>
24.	<p><b>SCOPING REPORT FOR PROPOSED REVIEW OF PROCUREMENT WITHIN HILLINGDON COUNCIL</b> (<i>Agenda Item 7</i>)</p> <p>Consideration was given to the scoping report for the proposed review of Procurement within Hillingdon. The Committee was supported by Matthew Kelly – Head of Procurement and Commissioning.</p> <p>The Committee enthusiastically endorsed the proposed review subject and highlighted its timeliness in light of the budgetary pressures facing the Council, such as legacy effects of the pandemic and significantly rising inflation.</p> <p>Regarding the topics to consider as part of the review, the following suggestions were made:</p> <ul style="list-style-type: none"> <li>• How to increase the participation of local businesses within the procurement and tendering process;</li> <li>• An assessment of the criteria for the successful award of contracts, to ensure their achievability for SMEs;</li> <li>• A review of contracts post-tender, e.g. to include force majeure clauses, or to ensure quality control and accountability;</li> <li>• The impact of Brexit and other regulatory changes;</li> <li>• How procurement was effectively promoting social and environmental responsibilities;</li> <li>• A review of sub-contracts to ensure quality control and best practices;</li> <li>• Effective witness sessions with key partners such as the local Chamber of Commerce.</li> </ul> <p>It was requested that the clerk, in consultation with the Chairman and relevant officers, refine the proposed information gathering sessions in light of the suggestions above.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li>1. <b>That the Finance and Corporate Services Select Committee proceed with a review of Procurement within Hillingdon;</b></li> <li>2. <b>That the clerk, in consultation with the Chairman and relevant officers, refine the proposed information gathering sessions to incorporate feedback from the Committee.</b></li> </ol>
25.	<p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 8</i>)</p> <p>Consideration was given to the Cabinet Forward Plan and it was:</p> <p><b>RESOLVED: That the Cabinet Forward Plan be noted.</b></p>
26.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 9</i>)</p> <p>Consideration was given to the Committee’s Work Programme.</p> <p>In response to a query, the Committee was advised that the previously suggested item on electoral services had been confirmed as not within the Committee’s remit, with such matters reserved for Full Council.</p>

	<b>RESOLVED: That the Work Programme be noted.</b>
	The meeting, which commenced at 7.00 pm, closed at 8.27 pm.

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

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## Review: Procurement within Hillingdon - First Witness Session

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Matthew Kelly, Procurement
<b>Papers with report</b>	Nil
<b>Ward</b>	All

### HEADLINES

At its meeting on Tuesday 6<sup>th</sup> September 2022, the Select Committee agreed to undertake a review of Procurement within Hillingdon. It was suggested that the review be structured around three themed information gathering sessions, the first of which relates to the legal and regulatory context which provides the structure and rules against which the Hillingdon Procurement team operate.

This report and witness session will provide further context and understanding of the external framework and how it impacts on Hillingdon procurement processes and decision making. Whilst much of it is based on solid commercial thinking and is designed to ensure the highest stands of probity in public spending, it offers a level of restriction that is not experienced in the private sector.

The session will also be attended by Rebecca Rees, Partner, Head of Public Procurement and leading national expert in public procurement at law firm, Trowers. Hillingdon engage with Trowers on multiple projects for specialist advice and support when capacity and / or expertise of Hillingdon Legal Team does not allow that to be provided internally.

### RECOMMENDATIONS

**That the Committee:**

- 1. Note and comment on information presented.**

### SUPPORTING INFORMATION

At the previous meeting, the Select Committee suggested that the review's Terms of Reference be amended to include reference to how Procurement was supporting local businesses and providing social value. Amended Terms are therefore set out below:

## Terms of Reference

1. To understand and review the legal and regulatory context that Hillingdon operates within including:
  - a. Legal context including The Procurement Bill (as introduced in May 2022 and progressing through Parliament)
  - b. The Council's own Standing Orders
  - c. National Procurement Policy Statement
2. To understand and review how the Council delivers Value for Money through the Procurement process including:
  - a. Understanding the need and writing specifications (including Net Carbon Zero and other Council priorities)
  - b. Procurement strategies
  - c. Understanding the market and engagement with providers (including Local Business)
  - d. Drafting tender document
  - e. Evaluation and awarding contracts
  - f. Social Value in the Procurement process
3. To understand and review how Officers manage contracts post award including:
  - a. Contract Management processes within the Council
  - b. How the council monitor and manage contracts to ensure ongoing value for money (including sub-contracting)
  - c. Managing contracts in a high inflation environment
  - d. Relationships with our suppliers
  - e. Decisions on extending or retendering contracts

This witness session relates specifically to Theme 1, and will be reviewed against the following three elements:

### **Legal Context**

The post-Brexit landscape presented an opportunity to move away the EU public procurement regime. In the Queen's Speech in May 2022, it was announced that the UK public procurement regime would be reformed following the UK's exit from the European Union. The Bill will give effect to some, but not all, of the policies that were set out in the Government's Green Paper – Transforming Public Procurement.

The stated intention of the bill is to *“reform the UK's public procurement regime, making it quicker, simpler, more transparent and better able to meet the UK's needs while remaining compliant with our international obligations. It will introduce a new regime that is based on value for money,*

*competition and objective criteria in decision-making. It will create a simpler and more flexible, commercial system that better meets our country's needs. And it will more effectively open up public procurement to new entrants such as small businesses and social enterprises so that they can compete for and win more public contracts. It will strengthen the approach to excluding suppliers where there is clear evidence of their involvement in Modern Slavery practices, and running throughout each part of the Bill is the theme of transparency.”*

The bill continues to transition through Parliament, although there is no final date as to when it will become law.

## **National Procurement Policy Statement**

In June 2021, Government published its National Procurement Policy Statement. The NPPS asks that all contracting authorities have due regard to a set of national strategic priorities when exercising their functions relating to procurement. In short, the Government wants to ensure that it uses the leverage of public spending to develop and deliver wider benefits from the public purse. The procurement bill provides for the publication of the NPPS so whilst the current NPPS remains relevant for the time being it is unclear what status it will retain when the Bill goes live. The current NPPS priorities relate to:

Social Value - The NPPS is clear that achieving value for money (VFM) entails securing the best mix of quality and effectiveness to deliver requirements for the least outlay. That being said, the message is clear that price isn't everything, and contracting authorities are reminded that they are not required to select the lowest priced tender, but that they should take a broader view of VFM (including the incorporation of social value outcomes). The NPPS requires Hillingdon to consider the following in the course of its procurements:

- Creating new businesses, new jobs and new skills in the UK
- Tackling climate change and reducing waste
- Improving supplier diversity, innovation and resilience

Commercial & Procurement Delivery - Contracting authorities are required to consider whether they have the right policies and processes in place to manage the key stages of commercial delivery so as to secure VFM and to ensure that they embed continuous improvement into their procurement practice. Some of the key stages highlighted in the NPPS include:

- Market health and capability assessments.
- Delivery model assessments.
- Pilots (particularly where a service is to be outsourced for the first time)

## Skills and Capability for Procurement -

The NPPS also states that “all contracting authorities should consider their organisational

capability and capacity, with regard to the procurement skills and resources required to deliver value for money”. They should be “confident they have sufficient capacity and capability to ensure tax payers’ money is spent effectively and efficiently.” Where gaps are identified then authorities should “plan now how to fill these”, whether that be via internal appointments or external collaboration/purchasing. In addition, authorities should consider benchmarking themselves annually against relevant commercial and procurement operating standards and other comparable organisations.

### **Councils Standing Orders**

Procurement and Contract Standing Orders (Chapter 18 of the Constitution: Rules on Procurement) sets out the governance arrangement for procurement within the Council. Amongst other things they set out the obligations with regards to:

- Ethics & Probity – Maintaining the highest standards of honesty, integrity, impartiality and objectivity in our Procurement processes
- Member Authority and Planning Ahead – The requirement to provide visibility and oversight of future decisions to relevant Cabinet Members
- Tender Thresholds – The levels at which tender processes need to undertaken and number of bids that should be invited
- Tender receipt and opening – The process for receiving bids to ensure the highest standards of probity including management of late bids
- Tender approval – The process and thresholds for seeking approval of bids
- Execution of Contracts – Thresholds and delegations of who can sign contracts on behalf of the Council
- Extensions and Variations – The process and thresholds for extending and varying existing contracts

It is worth noting that whilst Standing Orders include a duty for ‘every Officer of the Council’ to demonstrate value for money there is no specific reference to what that might mean in the context of Social Value and / or Environmental Commitments. The committee may be further minded to explore this as a line of enquiry.

### **PERFORMANCE DATA**

N/A

### **RESIDENT BENEFIT**

The legal and regulatory structure that surrounds the procurement process should provide assurance to Residents that Public Money is being spent with due regard for Value for Money and the goods, works and services being procured are fit for the intended purpose.

It provides a good level of transparency and oversight in decision making ensuring that there is

an appropriate level of accountability through Officers and Members.

## **FINANCIAL IMPLICATIONS**

The adherence to our obligations ensures that Procurement supports the Council in delivering against its financial objectives set out in the Medium-Term Financial Forecast.

## **LEGAL IMPLICATIONS**

There are no legal implications arising from this report.

## **BACKGROUND PAPERS**

[Trowers & Hamlins; The Procurement Bill – Essential Guide](#)

## **APPENDICES**

Nil.

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## 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 Meeting – Thursday 10 November 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 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 - 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

069	<b>Marketing and Advertising for Statutory notices and Recruitment Adverts</b>	Cabinet will consider a new contract following a procurement exercise for the provision of Recruitment Advertising, Public Notices and Creative Campaign (such as Video creation and art working) across multiple service functions across the Council.	N/A		<b>Cllr Douglas Mills - Corporate Services</b>	<b>CS / FD - Lydia Newman / Trudie Eldriny</b>		<b>NEW ITEM</b>	Private (3)
040a	<b>The Council's Budget - Medium Term Financial Forecast 2023/24 - 2027/28</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	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		Public

	<b>(BUDGET FRAMEWORK)</b>	consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.					consultation with businesses & ratepayers		
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, demonstrating continued commitment to the vital work they do for residents in Hillingdon.	All		<b>Cllr Douglas Mills - Corporate Services</b>	<b>CS - Kevin Byrne</b>			Public
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 -</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public

	<b>monitoring report</b>	capital position and other key financial decisions required.							
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
<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	CS - Democratic Services	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	TBC		All Cabinet Members	CS - Democratic Services			Public

		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	CS - Democratic Services	TBC		Public
<b>Cabinet Member Decisions Expected - January 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	CS - Democratic Services	Various		Public
<b>Cabinet Meeting – Thursday 16 February 2023</b>									
071	<b>Framework Agreement for Building &amp; Construction Consultancy Services</b>	Following a procurement exercise, approval is sought for the creation of a multi lot Framework for construction consultancy services that can be utilised by the Council and also other Public Bodies. This will provide the ability for more competitive pricing, drive savings and	N/A		Cllr Martin Goddard - Finance / Cllr Jonathan Bianco - Property, Highways & Transport	P / R - Paul Soward / Michael Breen		<b>NEW ITEM</b>	Public

		improve efficiencies in the procurement process.							
045	<b>The Schools Budget 2023/24</b>	Cabinet will be 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 be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential	TBC		<b>All Cabinet Members</b>	<b>CS - Democratic Services</b>			Public

		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

Cabinet Meeting – Thursday 23 March 2023									
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 - March 2023									
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

Cabinet Meeting – Thursday 20 April 2023									
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 - April 2023									
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

Cabinet Meeting – Thursday 04 May 2023									
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>Budget Outturn 2022/23</b>	Cabinet will review the Council's budget outturn position for the previous financial year.	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 - May 2023									
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

Cabinet Meeting – June 2023 (Date TBC)									
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>Budget Outturn 2022/23</b>	Cabinet will review the Council's budget outturn position for the previous financial year.	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 - June 2023									
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>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
SI	<b>Budget Outturn 2022/23</b>	Cabinet will review the Council's budget outturn position for the previous financial year.	All		<b>Cllr Martin Goddard - Finance</b>	<b>R - Andy Evans</b>			Public
<b>Cabinet Meeting – July 2023 (Date TBC)</b>									
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 - July 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	All		All	<b>CS - Democratic Services</b>	Various		Public

		other key financial decisions required.							
<b>AUGUST 2023 - NO CABINET MEETING</b>									
SI	<b>Interim or urgent executive decision-making by the Leader of the Council</b>	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		<b>Cllr Ian Edwards - Leader of the Council</b>	<b>TBC</b>	CS - Democratic Services	<b>Various</b>	Public / Private - TBD
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

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## 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 Work Programme 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
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.

### Suggested items for inclusion on the Work Programme to be explored further:

- Digitalisation
- Human Resources

**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	X		X	X	X	X	
<b>One-off information items</b> Scrutiny Introduction (Democratic Services) Policy Review Discussion & Guidance Council Strategy 2022-2026 consultation Priority Agreement within Hillingdon Council Feedback to new Member's Enquiry Process	X	X				X						X
<b>Past review delivery</b> Performance Monitoring & Reporting Review 2021/22										X		

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