



HILLINGDON
LONDON



Finance and Corporate Services Select Committee

Councillors on the Committee

Councillor John Riley (Chairman)
Councillor Richard Lewis (Vice-Chairman)
Councillor Kaushik Banerjee
Councillor Kishan Bhatt
Councillor Narinder Garg
Councillor Gursharan Mand
Councillor Stuart Mathers (Opposition Lead)

Date: WEDNESDAY, 8
FEBRUARY 2023

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

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

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Published: Tuesday, 31 January 2023

Contact: Nikki O'Halloran
Tel: 01895 250636
Email: nohalloran@hillington.gov.uk

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<https://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CommitteeId=420>

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

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Terms of Reference

Finance & Corporate Services Select Committee

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 – 11 January 2023 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 of Procurement Within Hillingdon - Third Witness Session 7 - 10
- 6 Cabinet Forward Plan 11 - 26
- 7 Work Programme 27 - 30

Minutes

FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

11 January 2023

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



	<p>Committee Members Present: Councillors Richard Lewis (Vice-Chairman), Kaushik Banerjee, Kishan Bhatt, Narinder Garg, Gursharan Mand, Stuart Mathers (Opposition Lead) and Ekta Gohil</p> <p>LBH Officers Present: Anisha Teji (Democratic Services Manager), Andy Goodwin (Interim Financial Planning Manager), Marie Stokes (Head of Finance – CF and Finance) and Matthew Kelly (Head of Procurement and Commissioning)</p>
41.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor John Riley with Councillor Ekta Gohil substituting.</p>
42.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p>
43.	<p>MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes from the meeting on 23 November 2022 be agreed.</p>
44.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items would be heard in Part I.</p>
45.	<p>2023/24 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF THE FINANCE & CORPORATE SERVICES SELECT COMMITTEE (<i>Agenda Item 5</i>)</p> <p>The Interim Financial Planning Manager and Head of Finance – CF and Finance introduced the report detailing the draft revenue budget and capital programme for the services within the remit the Committee.</p> <p>Key points from the report were highlighted, including details of the financial pressures generated by the ongoing exceptional inflationary environment, legacy Covid-19 impacts, cost of living crisis all leading to a doubling of the Council's saving requirement for 2023/24 from £10m to £20m. It was reported that the balanced budget was presented as part of the Consultation Budget to be achieved through a combination of efficiency savings and increases in council tax and fees and charges.</p>

Budget proposals for 2023/24 had been prepared in the context of a wider strategy addressing the five-year MTFF period. The latest monitoring position for the 2022/23 financial year reported a net underspend of £61k which would leave uncommitted General Balances at £26,780k entering the 2023/24 financial year.

The Committee noted that Cabinet would consider the budget proposals on 16 February 2023 and the report would include comments from Select Committees. Members were informed that Council would meet to agree the 2023/24 budgets and Council tax levels on 23 February 2023.

Further clarity was requested on government grants and business rates income failing to match prevailing levels of inflation currently and in the medium term. It was explained that when the financial position was reviewed, funding and the costs of running services was considered. 75% of service expenditure is proposed to be funded from business rates and council tax in the Consultation Budget. The remaining 25% comes from government grants, with the provisional settlement being published on 20 December 2022, which was consistent to the Consultation Budget.

Members requested reassurance on the savings proposals and the impacts that these would have on business performance and support teams, service maintenance, service delivery and business transformation. It was noted that the Council had undergone in-depth reviews of different service areas and although the figures were substantial, service delivery and the impact on residents had been considered, with no reduction in the quality of the Council services expected from the proposals.

In terms of the capital investment plan and the requirement of 59 million pounds of extra borrowing to 2027/28, Members were informed that the capital programme had significantly reduced over the past few years and maximising resources had been considered. The items in the capital programme had been reviewed to ensure that they were fit for purpose for residents. The higher interest rates were driving significant movements on the Council's cost of borrowing.

It was noted that fees and charges was expected to generate an additional £204k in the portfolio and further information was requested on the examples of the fees and charges currently under review. Services being considered included the registrar office and blue badges incomes generated within the contact centre.

During Member questions it was noted that the Council held general and earmarked reserves and they were in place to protect the Council from risk. The Council undertook detailed monthly budget monitoring to manage risks which and this was also reported to Cabinet where savings and delivery of services were considered.

In relation to financial management and covid legacies, the Committee was informed that covid legacies resided in social care and related to additional demand during the pandemic. The main area of funding impacted by covid legacies was the council tax reduction scheme. There were two changes proposed to the council tax reduction scheme including an increased charge for non-dependents living in properties and an increase in rewards from £1 to £2.

It was expected that inflation would go up to 10% in 2022/23 and 2023/24 before returning to 4% over the remainder of the Council's budget strategy. It was queried what plans were in place to mitigate the impact if inflation did not come reduce in line

	<p>with forecasts. The Council begun to see an increase in inflation during outturn for 2021/22 and a decision was made to earmark underspends within the revenue position to increase Council reserves and resilience, with this position being monitored closely throughout 2022/23. Management of this pressure has involved close working with different service areas across Procurement, Finance and service staff, with mitigating action taken through the monthly monitoring process. There would still be some money available as earmarked reserves had not been fully used.</p> <p>The Committee understood the situation over the next few years and the impacts of covid legacies. The budget adequately set out a plan and continued to put residents first whilst providing a high quality of service. The Committee noted that there were risk management mechanisms in place that need continued monitoring.</p> <p>The Committee agreed the following comments to be put forward to Cabinet:</p> <p><i>The Committee noted the report, accepted the balanced proposed budget and that the Council would continue to monitor and maintain a risk register.</i></p> <p>RESOLVED: That the Committee noted the budget projections contained in the report and commented on the combined budget proposals affecting the relevant service areas within the Finance and Corporate Services Cabinet Portfolios, within the context of the corporate budgetary position.</p>
46.	<p>REVIEW OF PROCUREMENT WITHIN HILLINGDON - SECOND WITNESS SESSION (<i>Agenda Item 6</i>)</p> <p>The Head of Procurement and Commissioning introduced the report on the Review of Procurement within Hillingdon – Second Witness Session and provided a detailed overview.</p> <p>The second witness session focussed on the operational perspective of how the Council delivered value for money through the procurement process.</p> <p>The Committee heard that there were three broad stages as part of the procurement cycle including:</p> <ul style="list-style-type: none"> • <i>Pre- tender</i> - Strategic decision making around delivery model, route to market, required outcomes and commercial model • <i>Tender</i> - Technical and transaction process of running a tender process including social value and local supply market. • <i>Post- tender</i> - Management of contract during implementation and delivery phase to ensure supplier meets the agreed contractual commitments. <p>Pre Tender Stage</p> <p>It was reported that the pre-tender process involved identifying the Council’s needs and seeking the best commercial and quality outcomes.</p> <p>The Committee heard that this stage required officers to engage with provider markets to better understand how Hillingdon requirements could be met. For the London Borough of Hillingdon’s part, officers considered how the tender was positioned in</p>

order to elicit the best response from providers. Engagement with suppliers also allowed the Council to look at how others were delivering services both within local government and outside. It allowed the Council to challenge how work was currently done, understand cost drivers and support the delivery of efficiencies.

As well as engagement with supplier markets, the pre-tender phase was supported by an analysis of spend to confirm the scope and benchmarking against others to validate the strategy.

Once an understanding was established of what was required and the way in which it would be tendered, this needs to be articulated clearly into a specification so that suppliers could understand and accurately respond to the Council's tender. A clear specification was key to future phases. As part of this phase, thought also needs to be given to developing a contract management framework to ensure the supplier delivers on its commitments

Tender Stage

The Committee heard that the tender stage of the process was more transactional and officers assessed the suppliers' ability to provide the required goods, works or services to Hillingdon through a formal tender process. There were various processes for tendering, all set down with the Public Contract Regulations. Areas considered within tenders included:

- Governance / Assurance - H&S, Insurance, Financial health etc.
- Capability – Experience in similar contracts, competence of teams engaged in delivery of the contract, capacity to meet LBH requirements, method statements as to how supplier will deliver the contract etc
- Financial / Commercial – Supplier response to the pricing model.

It was noted that bids were submitted by tenderers and evaluations were based on a pre-determined set of price and quality criteria.

Social Value / Environmental

The Committee was informed that social value was considered an important component of the tender process in extracting value for public money. Officers took a broad view of social value inclusion within a tender and how it might be used to improve economic, social and environmental wellbeing.

The London Borough of Hillingdon had no mandated approach and retained flexibility dependent upon the requirements. This meant that up to 10% of the overall evaluation of a tender was allocated to social value aspects. Bids were evaluated in the qualitative section of the tender using generic evaluation criteria.

Local Supply Market

The Committee heard that closely linked to social value was the desire for local authorities to play a more active role in the communities in which they operated to support community wealth building, levelling up, net carbon zero, job creation, skills & training etc.

It was noted that whilst benefits of awarding to local business were clear, there were a

	<p>number of challenges with the approach including the make up of local business, the feasibility and size to support the tender and difficulties around engagement. It was also noted that there were different interpretations to what defined a local business.</p> <p>Over the past 12 months, the Council had taken steps to increase its engagement with local businesses including updating tender documents and actively identifying and seeking out local suppliers. There was work in place to develop web pages to support local businesses, support with pre-package requirements and additional support for potential local organisations.</p> <p>Committee discussion</p> <p>Members agreed that there was strong consideration on supporting and selecting small business as part of the tender process. However, there were some concerns raised in relation to the barriers and disadvantages in place for small businesses.</p> <p>In terms of actively seeking out local suppliers and avoiding them being a disadvantage through submitting tenders, it was accepted that the bigger corporate business submitted tenders in different ways as they were experts and had full teams in place. However, as part of the tendering process, questions are shaped in a way that allows them to promote their strengths such as being more adaptive and responsive to meet Council needs. Ultimately a business needs to be in a position to deliver services and provide assurances through the tender process that they can do so. .</p> <p>It was clarified that the Council ran multi-phase 'Open' tender processes however there could be 'Restricted' tender process where it was narrowed down to five – eight providers.</p> <p>In terms of reverse process and local supply market, it was explained that every instance was conducted on a case by cases basis to ensure transparency and that due diligence checks were conducted. As part of the tender process questions on capability and capacity would also be asked to avoid the failure of service delivery.</p> <p>In regard to improving procurement in the future around social value and the local market, it was important to get the balance right and not focus on one organisation. Officers had attended conferences at Heathrow to engage with local businesses highlighting opportunity for second tier providers. Although there was no preferred bidder register, there was a requirement to tender. In terms of the design process for carbon zero by 3035, it was explained that this was driven through the specification process and more work on this area needed to be done.</p> <p>RESOLVED: That the Committee noted and commented on the information presented.</p>
47.	<p>CABINET FORWARD PLAN (<i>Agenda Item 7</i>)</p> <p>RESOLVED: That the Forward Plan be noted.</p>
48.	<p>WORK PROGRAMME (<i>Agenda Item 8</i>)</p> <p>It was requested whether the witness sessions as part of the major review could include external witnesses such as representatives from chambers of commerce.</p>

	<p>It was also requested whether information reports could be provided on:</p> <ul style="list-style-type: none"> • The digitalisation of Human Resources. • Information on customer service particularly call centre teams and how digitalisation would impact this. • An update on the new Members Enquiries system. <p>RESOLVED: That the updates and work programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.13 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Anisha Teji on 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

The public part of this meeting was filmed live on the Council's YouTube Channel to increase transparency in decision-making, however these minutes remain the official and definitive record of proceedings.

SELECT COMMITTEE REVIEW OF PROCUREMENT WITHIN HILLINGDON - THIRD WITNESS SESSION

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Matthew Kelly, Procurement
Papers with report	None
Ward	All

HEADLINES

At its meeting on Tuesday 6 September 2022, the Finance and Corporate Services 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 two of these sessions were undertaken on 20 October 2022 and 11 January 2023 relating to the *legal and regulatory context* and *delivering value for money* respectively.

The third theme relates to management of contracts post contract award. This covers management of the contract during implementation and delivery to ensure the supplier meets agreed contractual commitments.

Contract management as a function is primarily undertaken by service areas with varying levels of support from Procurement. The session will be attended by Stephen Gunter – Fleet Manager and Roy Clark – Parking Services Manager who are both responsible for key contracts within their respective areas.

RECOMMENDATION

That the Finance and Corporate Services Select Committee notes and comments on information presented.

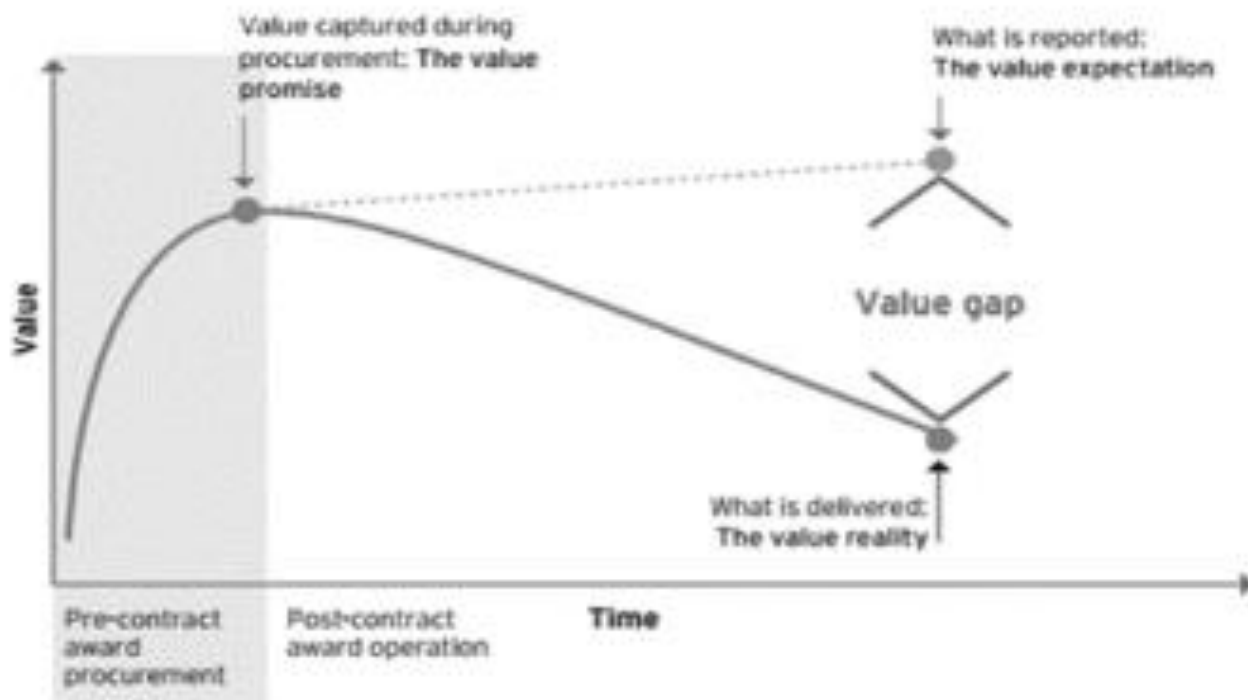
SUPPORTING INFORMATION

General

Contract management is the process that enables both parties in a contract to meet their obligations in order to better deliver the objectives required from the contract. There are many benefits of effective contract management including:

- Delivery of goods, works or services to the agreed standards and level of performance;
- To drive additional value into contracts using supplier expertise through a process of continuous improvement;
- An opportunity to focus effort and resource in those areas which can maximise performance, manage costs and reduce risk; and
- Ensuring compliance with the Council's responsibilities with respect to legal, regulatory and safety risks.

The following chart sets out the challenge for the Council (and any other contracting organisation) which is to maintain and enhance the value achieved through the initial procurement process. All too often the value is eroded through the life of the contract leading to what is known as a 'value gap'.



Not all contracts will require the same level of contract management activity. It is important that some form of supplier segmentation is in place to divide the supply base into distinct groups dependant on their needs, characteristics, criticality, risks and impact. Those contracts deemed to have the higher risks or be more important to achieving corporate objectives (i.e., strategic contracts) will receive more focus than others deemed to be more transactional in nature.

Contract Management in the London Borough of Hillingdon

The responsibility for awarding contracts in Hillingdon sits with both Procurement and service areas, although Procurement generally leads this stage. The tender stage is key in setting the expected performance levels of contractors and the way in which these will be managed through the contract life. Every contract will be different in terms of its contract management mechanisms and how performance is tracked and managed. In the Tyre Install and Maintenance contract which is currently out to tender, there are 5 KPI's which are subject to monthly review and performance monitoring:

Description	Target	Minimum Performance Level
Attendance of experienced and skilled tyre fitter, with the appropriate equipment on request.	98%	95%
Adequate stocks of tyres used by the Council Fleet and where not available access to supplies for delivery and install within 3 hours	98%	95%
Response time to site or on the road within 45 minutes during working hours and within 120 minutes out of hours	98%	95%
Ensuring that the Council is not put at risk from incidents arising from inadequate tyre management and that the Council meets its Legal requirements 100% of the time	100%	100%
Regular Schedule of Inspection of the Fleet	100%	100%

Once the contract is let, the responsibility for mobilisation starts to shift to the service area until fully mobilised, at which point responsibility for contract management rests solely with the service area. In the instance above, it will be the Fleet Manager's responsibility to ensure these KPI's are monitored along with any other obligations of the contract. Most of the data will be collected through self-reporting by the contractor with validation by the contract manager or their team. If a supplier fails to meet KPIs, it will then be the contract manager's responsibility to use the tools provided for within the contract to remedy that position. In the case above, the mechanism is through liquidated damages equating to 1% of the value of invoices in a 3-month period.

Reporting for Parking Services Contract is more detailed with monthly and quarterly reporting arrangement in place. Monitoring captures:

- Deployment and productivity
- Number, location and type of PCN's issued
- Fault reporting and disregards
- Response to enforcement requests
- Body worn camera footage
- Personal update including recruitment
- Health & Safety
- Complaints
- IT faults

The decentralised nature of contract management in Hillingdon means there is no single team or area responsible for its delivery within the Council. Therefore, the scope and format of contract management can vary greatly across the Council with different directorates and teams taking different approaches.

Procurement do not, as a matter of course, get involved in contract management but do support on an ad hoc basis where requested. This has inevitably come to mean a greater level of involvement in those contracts where suppliers are not performing as required. As a contract

begins to reach the end of its contracted period, Procurement is often re-engaged to support the extension process or the retender process.

The extent to which a centralised contract management approach including policies and procedures exists across the Council may be something that Committee wishes to consider in its findings.

PERFORMANCE DATA

There are no specific metrics within Procurement performance management reporting to Corporate Management Team (CMT) that relates contract management. However, a number of metrics against service areas will be heavily dependent upon the performance of external contractors. For example:

Housing: % of major adaptations completed within 12 months
 % Gas Safety Certificates in date

Highway Services: % of street lighting outages repaired on time
 % of crossovers completed within 42 days of works order
 % of gullies cleansed in accordance with agreed schedule

RESIDENT BENEFIT

The benefits of good contract management is set out within the body of the report. Ultimately, this manifests itself to residents as better value for money and outcomes in the services that the Council offers, and they receive.

FINANCIAL IMPLICATIONS

Delivery of services through contracted suppliers can play a key role in the Council meeting its financial objectives set out in the Medium-Term Financial Forecast.

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

BACKGROUND PAPERS

None.

CABINET FORWARD PLAN

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Nikki O'Halloran, Democratic Services
Papers with report	Appendix A – Forward Plan
Ward	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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Ref **Upcoming Decisions** Further details

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND										
Cabinet meeting - Thursday 16 February 2023 (report deadline 30 January 2023)										
098	Renewal of Microsoft Technologies & Licenses	Cabinet will consider the renewal of Microsoft Technologies & licenses as the Council's corporate business productivity software and systems. This includes, but is not limited to, Microsoft User licenses, Security Tools & add-ins and End-User Devices.	N/A		Cllr Douglas Mills - Corporate Services	Finance & Corporate Services	CS - Michael Clarke / Dale Gordon		NEW ITEM	Private (3)
040b	The Council's Budget Medium Term Financial Forecast 2023/24 - 2027/28 (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2023/24 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	Proposed Full Council adoption - 23 February 2023	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance	All	R - Andy Evans	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
045	The Schools Budget 2023/24	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Coral Miller	Schools Forum		Public
SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by	Cabinet Member(s)	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Private (with reason)
				Full Council	Responsible					
SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND										
Cabinet Member Decisions expected - February 2023										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public

Ref **Upcoming Decisions** Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - Thursday 23 March 2023 (report deadline 6 March 2023)

107	Translation and Interpretation Services Contract Award	Cabinet will consider a contract for a high quality, consistent and professional translation, interpretation and alternative communication support service to help ensure its services are accessible to all members of the Borough's communities. Even with modernisation and changes to working practices, there remains an ongoing and increasing requirement for the Council to provide a translation and interpretation service for certain services.	N/A		Cllr Douglas Mills - Corporate Services	Finance & Corporate Services	R / CS - Trudie Eldriny / Tracey Taylor		NEW ITEM	Private (3)
071	Framework Agreement for Building & Construction Consultancy Services	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 improve efficiencies in the procurement process.	N/A		Cllr Martin Goddard - Finance / Cllr Jonathan Bianco - Property, Highways & Transport	Finance & Corporate Services	P / R - Paul Soward / Michael Breen			Public
SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - March 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Upcoming Decisions

Ref Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - Thursday 20 April 2023 (report deadline 30 March 2023)

104	Provision of Supply, Fitting and Service of Tyres for Fleet	This report will seek Cabinet approval to award a contract for the supply, fitting and service of tyres for the Council's wide-ranging fleet of vehicles, including on-site tyre repair service and external site attendance available on a 24 hour call-out basis. This ensures the Council can maintain effective front-line services to residents.			Cllr Jonathan Bianco - Property, Highways & Transport	Finance & Corporate Services	R - Steve Gunter, Trudie Eldriny		NEW ITEM	Private (3)
SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	CS - Democratic Services	Various		Public

Cabinet Member Decisions expected - April 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Upcoming Decisions

Ref Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - Thursday 25 May 2023 (report deadline 27 April)

SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - May 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Ref **Upcoming Decisions** Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - June 2023 (date TBC)

SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	CS - Democratic Services			Public
SI	Budget Outturn 2022/23	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - June 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Ref **Upcoming Decisions** Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - July 2023 (date TBC)

SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	All	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - July 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Upcoming Decisions

Further details

SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND										
AUGUST 2023 - NO CABINET MEETING										
SI	Interim or urgent executive decision-making by the Leader of the Council	As there is no Cabinet meeting in August, the Leader of the Council may take interim or urgent key decisions, and if so required, on behalf of the full Cabinet. These will be reported to Cabinet at a later date for ratification and public record.	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS - Democratic Services	Various		Public / Private - TBD
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public

Upcoming Decisions Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - September 2023 (date TBC)

102	Commissioning of services from the voluntary sector	Cabinet will consider proposals for the commissioning of services from the voluntary sector, aligned to service needs, following its decision in December 2022 to transition away from the annual corporate grants programme from April 2024.	N/A		Cllr Douglas Mills - Corporate Services	Finance & Corporate Services	CS - Kevin Byrne		NEW ITEM	Public
095	Revenues & Benefits Contract Award	The existing managed services contract within Revenues & Benefits expires in May 2024. This report to Cabinet seeks approval for new contracting arrangements beyond this date following a procurement exercise to be undertaken in March 2023 and market engagement from October 2022.	N/A		Cllr Martin Goddard - Finance	Finance & Corporate Services	FD - Iain Watters / Trudie Eldriny			Private (3)
SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - September 2023

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Upcoming
Decisions Further details

SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND										
Cabinet meeting - October 2023 (date TBC)										
097	Consideration of setting a licensed deficit budget in 2023/24 for certain schools in the Borough	Cabinet's will consider whether it is required to set any licensed deficit budget for certain schools in 2023/24.	TBC		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance	Finance & Corporate	R - Terry Shaw			Private (3)
SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public

Ref **Upcoming Decisions** Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet Member Decisions expected - October 2022

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Ref **Upcoming Decisions** Further details

Ward(s)

Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

Cabinet meeting - November 2023 (date TBC)

SI	Public Preview of matters to be considered in private	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	All	CS - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	CS - Democratic Services	TBC		Public

Cabinet Member Decisions expected - November 2022

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	CS - Democratic Services	Various		Public
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Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
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SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND

CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month

SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cllr Ian Edwards - Leader of the Council	TBC	CS - Democratic Services	TBC		Public / Private
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services / Cllr Ian Edwards - Leader of the Council (if in Ruislip Manor ward)	Finance and Corporate Services	P - Helena Webster	Local consultation within the Ward undertaken by Ward Councillors		Public
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	CS - Democratic Services			Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Martin Goddard - Finance	Finance & Corporate Services	various			Private (1,2,3)
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various			Private (1,2,3)

Upcoming Decisions				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
Ref	Further details			Ward(s)	SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place CS = Central Services R = Resources CY = Children & Young People ES = Education & SEND					
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member	TBC	various			Private (3)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		All	TBC	various			Public / Private (1,2,3)
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various			Public
SI	Appeals in relation to business rates (NNDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Maureen Pemberton			Private (1,2,3)
SI	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		All	TBC	various			Public

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

FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - WORK PROGRAMME

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Nikki O'Halloran, Democratic Services
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

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

RECOMMENDATIONS

That the 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
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	June	July	September
Review A: Procurement in Hillingdon 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	Witness Session	Findings	Final report		Target Cabinet		
Review B: Topic and timeline TBC Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting										Selection / Scoping					
Regular service & performance monitoring Quarterly Performance Monitoring (timeline TBC) Mid year Budget Update 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	X	X
One-off information items Scrutiny Introduction (Democratic Services) Policy Review Discussion & Guidance Council Strategy 2022-2026 consultation Update on the work of the Council's Fraud Team Update on the new Member's Enquiry Process Human Resources - digitalisation of processes Customer Service, Contact Centre & transition to digital	X									X	X		X	X	
Past review delivery Performance Monitoring & Reporting Review 2021/22										X					
Internal use only Date deadline confirmed to report authors Report deadline Agenda published	N/A 01-Jun-22 06-Jun-22	31/05/22 01-Jul-22 05-Jul-22		25-Aug-22 26-Aug-22	07-Oct-22 12-Oct-22	27-Oct-22 11-Nov-22 15-Nov-22		23-Dec-22 03-Jan-23	12/01/23 30-Jan-23 31-Jan-23	25/01/23 20-Feb-23 21-Feb-23	06-Apr-23 11-Apr-23				

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