



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, 1 MARCH
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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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 - 8 February 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
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Minutes

FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

8 February 2023



HILLINGDON
LONDON

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

	<p>Committee Members Present: Councillors John Riley (Chairman), Richard Lewis (Vice-Chairman), Kaushik Banerjee, Kishan Bhatt, Narinder Garg, Gursharan Mand and Stuart Mathers (Opposition Lead)</p> <p>LBH Officers Present: Roy Clark, Stephen Gunter and Matthew Kelly (Head of Procurement)</p>
49.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
50.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest in matters coming before this meeting.</p>
51.	<p>MINUTES OF THE PREVIOUS MEETING - 11 JANUARY 2023 (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting held on 11 January 2023 be agreed as a correct record.</p>
52.	<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>RESOLVED: That all items of business at this meeting be considered in public.</p>
53.	<p>REVIEW OF PROCUREMENT WITHIN HILLINGDON - THIRD WITNESS SESSION (<i>Agenda Item 5</i>)</p> <p>The Chairman welcomed those present to the meeting and noted that this was the third witness session in relation to the Committee's review of procurement within Hillingdon.</p> <p>Mr Matthew Kelly, the Council's Head of Procurement, advised that, once services had been procured, contract management was part of the procurement process but was primarily undertaken within service areas, with ad hoc support provided by the Procurement Team. When going through the initial procurement process, the Procurement Team worked with service areas to look at how the contract would be managed after it had been let. Developing strong contract management mechanisms would help to maximise performance and reduce risks whilst protecting and enhancing the value that had been built in at the tender stage.</p> <p>Members were advised that each contract was different and needed to be managed</p>

according to its needs and ranged from transactional contracts (such as stationery) to more strategic contracts (such as fleet maintenance or parking enforcement). As such, there was no single approach to contract management used across the Council.

Mr Roy Clark, the Council's Head of Parking Services, advised that he managed the authority's parking enforcement contract. This contract required 20-25 enforcement officers per day dealing with parking regulations across the Borough. Mr Clark noted that, as well as the back-office processes, there were a range of linked legal processes which dictated how the contract could and could not be managed.

It was important that officers were clear on what required outcomes should be built into the contract and to ensure that these were achievable rather than unrealistic. Sanctions could be included in the contract to enforce performance.

The parking enforcement contract had been let for five years with the option to extend for a further five years. In terms of contract monitoring, Mr Clark advised that he met regularly with contractors to talk about operational and strategic issues and to look at long term improvements to the contract that would provide added value to residents. Officers monitored issues such as a significant increase in the number of tickets issued in a particular area to identify if there was something that needed to be addressed to increase compliance with parking regulations.

Members were advised that parking enforcement around schools during the drop off and pick up times continued to be a contentious issue with some residents wanting more enforcement and other wanting less. Ultimately, it was important that action was taken to ensure the safety of the children attending those schools.

Mr Steve Gunter, the Council's Fleet Manager, advised that he managed the supply of vehicles to different service areas. The fleet comprised 295 vehicles (including vans and pool cars), most of which were owned by the Council (rather than leased), and 60 of which needed operators licences to carry commercial products. A rolling five year programme had been put in place to replace vehicles whilst also considering any changes in legislation such as the proposed move from Low Emission Zone to Ultra Low Emission Zone (ULEZ). Given the requirement to move to electric vehicles by 2030, officers had investigated the possibility of replacing vehicles with electric equivalents but the cost was currently prohibitive and further work was still needed (such as the installation of charging points at the Harlington Road Depot). It was noted that a diesel dustcart currently cost around £161k and the electric equivalent was around £480k; a sweeper was approximately £75k with the electric equivalent costing about £250k. The current diesel Euro 6 engines produced relatively clean emissions.

The availability of new vehicles had also been proving a challenge (the lead time had increased from a few weeks to 6-12 months) which meant that the whole procurement process for some vehicles could now take around 18 months. In the meantime, Members suggested that officers investigate the possibility of buying fuels in advance to reduce the associated costs.

Mr Gunter advised that he managed contracts in relation to vehicle maintenance, tyre supply / maintenance and fuel supply and provided the specifications for the contracts, whilst procurement provided the tender process expertise. When looking a developing a contract specification, rather than replacing like-for-like, the end users would be consulted to ensure that their needs (and any emerging developments in the service area) were met so that the contract was fit for the future.

Members queried whether there was value in retaining a contractor for a long period, so that they built up a relationship with the Council and learnt how the authority wanted the contract delivered, or whether it was better to let the contracts over a shorter period to keep the providers on their toes. Mr Kelly advised that there was no short or simple answer to this. A longer term contract would give the supplier the confidence to invest in the contract with regard to staffing and machinery (the 5 years + 5 years parking enforcement contract allowed a longer term investment by the supplier). A shorter term contract might not give the supplier reason to invest in the contract (on things like technology and equipment) and involved more administration (with the possibility that there would be a reduced compliance in the last few years on contracts such as 5 years + 1 year + 1 year + 1 year). However, it was important to drive competitive tension throughout the contract to reduce complacency and, as such, the contract management needed to be robust and benchmarked to identify value for money. To this end, effort was currently being made to put longer term contracts into place with sanctions for poor performance (e.g., penalty charges, contract termination, etc).

It was queried whether the Council had a template contract that included general service level agreements (SLAs) and key performance indicators (KPIs) which could then be added to for a specific service when the contract was let. Mr Kelly advised that there was an opportunity to develop a common set of terms and conditions for contracts but that service areas such as IT, construction, social care, etc, would have their own standard set. Services were encouraged to include terms and conditions in their contracts but these performance targets needed to be achievable. Currently, as there were over 3,000 supplier relationships at the Council, it was unlikely that these could be managed by one team.

Mr Gunter advised that the vehicle maintenance had been let on a 5 years + 2 years + 2 years + 1 year contract and had just completed the first five years. The contract had 9 KPIs, some of which were monitored monthly, some of which were quarterly. If the targets were not being met, the contract allowed for the Council to claim back certain values. One of the targets to ensure that no more than 3% of the fleet was off road at any one time (the contractor was currently achieving 2.8%) had previously not been met and Council officers had discussed the matter with the contractor to identify what action could be taken. It transpired that there had been a long lead period for certain frequently used parts. An agreement was subsequently reached that the contractor would increase its stock holding of these parts at Harlington Road Depot to reduce timescales.

Concern was expressed that a lot of the contract performance monitoring had been based around the relationships between the supplier and specific officers within the Council and that there was no standard procedure or process that someone else could follow if the specific officer was no longer available. Mr Kelly assured Members that, although fleet maintenance and parking enforcement were key contracts for the Council, these types of strategic contracts needed tighter management, so they didn't just sit with Mr Gunter and Mr Clark.

It was noted that a contract management framework could be developed for the Council which included a common set of "must do's". If a contractor was unable to meet the performance targets that had been set in their contract, officers would look to put a plan in place as the first step in getting their performance back on track. Although the Council could issue liquidated damages, it was important that any action taken was reasonable and proportionate and so would vary significantly from contract to contract.

At a strategic level, the supplier was helping the Council to manage its corporate objectives so it was important to have a moderate approach and communicate effectively with contractors.

Members were assured that the Council did not rely entirely on contractors reporting on their own performance. In parking enforcement, the contractor did provide the Council with performance data but officers were also able to interrogate the contractor's systems themselves to obtain information first hand.

Mr Kelly advised that every contract would be different but that there was often a three month no fault termination clause included in most contracts. It was thought that it would take around 9-12 months to exit some strategic contracts, so it was important that they did not fail. However, 'evergreen contracts' were typically more difficult to get out of.

With regard to financial due diligence, Mr Kelly advised that detailed procedures had been put in place to ensure that suppliers were financially stable. Procurement officers worked with colleagues in finance to check this during the tender process and to look at the impact of supplier failure on the service. This should then be monitored over the life of the contract as well as at annual reviews that were undertaken.

If Council policy changed or there were changes to the legislation around the provision of services, the authority had the flexibility to vary its contracts. If a contract was over ten years, variation notices could be used and the Public Contract Regulations allowed the Council to vary up to 50%.

Members queried how procurement was funded and whether a centralised contract management approach should be taken. Mr Kelly advised that procurement was funded corporately and that it reported any savings that it secured to the Council's Corporate Management Team (CMT). Given the limited resources available to procurement, it was not possible to have a centralised team (internal or external). However, it would be possible to set up a framework or set of ten principles which contract managers could abide by to make the management more consistent (for example, monitoring financial health throughout the contract, etc).

Mr Clark stated that the parking enforcement contract did not include targets for the number of penalty charge notices (PCNs) issued by the contractor. The primary target in the contract was to deploy a minimum specified number of parking enforcement officers across the Borough for a minimum specified number of hours each day. The contractor was not permitted to put bonus schemes in place regarding the number of PCNs issued by its staff. Covert and overt checks were made by officers to ensure that the contractor was meeting the standards expected.

It was agreed that the Committee's next meeting on 1 March 2023 would be used to identify any innovative practices that could be used, or which had been used elsewhere, to enhance the procurement process in Hillingdon. Although the Procurement Bill was currently working its way through parliament, it was anticipated that it would bring greater transparency to the procurement process once enacted. Officers were asked to identify innovative ways that the Council could implement to meet any changes that might be required by the Act whilst also making the authority's processes more efficient and effective.

RESOLVED: That:

	<p>1. officers be asked to identify innovative procurement practices for discussion at the Committee's next meeting on 1 March 2023; and</p> <p>2. the discussion be noted.</p>
54.	<p>CABINET FORWARD PLAN (<i>Agenda Item 6</i>)</p> <p>It was agreed that the Committee Members forward any comments about the Forward Plan to the Chairman prior to the meeting so that these could then be shared with Cabinet. These comments could then be reported back to the Committee at the earliest convenience.</p> <p>Members asked that the Forward Plan report on the agenda not include items for which the report deadline had already passed.</p> <p>RESOLVED: That the Cabinet Forward Plan be noted.</p>
55.	<p>WORK PROGRAMME (<i>Agenda Item 7</i>)</p> <p>It was noted that the Chairman had agreed to include an update report from the Council's Counter Fraud Team on the agenda for the next meeting on 1 March 2023. Members were advised that, whilst Audit was able to receive reports from the Counter Fraud Team, the Finance and Corporate Services Select Committee had Constitutional responsibility for scrutinising the work of this service area.</p> <p>A request was made to bring the report on the digitisation of customer services forward in the Work Programme to before the end of this municipal year (currently scheduled for June 2023). Whilst it was important that the Council made efficiencies and optimised its service offering, it was also important that Hillingdon's most vulnerable residents were not left behind if they were not digitally enabled and that they were still able to access the services that they needed. As the move to the digitisation of the Council's customer services was still fairly new, it was suggested that it needed time to bed in. Concern was expressed that residents had been experiencing issues in communicating with the Council following the move to digital services and it was suggested that the numbers using these services needed to be measured and monitored. It was agreed that regular monitoring be built into the Work Programme.</p> <p>The Committee discussed the new Members' Enquiries system and whether it should be included on the same agenda as the digitisation of customer services which had been scheduled for the meeting in June 2023. Members requested that they received an update on residents' uptake of online and digital services to see where additional work could be undertaken to further increase engagement where possible.</p> <p>In terms of possible future review topics, the following were suggested:</p> <ul style="list-style-type: none"> • Counter fraud • The challenges of moving to a fleet of electric vehicles <p>RESOLVED: That the Committee's Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.30 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Nikki O'Halloran on nohalloran@hillingdon.gov.uk. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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COUNTER FRAUD OVERVIEW REPORT 2022/23

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Alex Brown – Head of Counter Fraud
Papers with report	Counter Fraud Overview Report 2022/23
Ward	n/a

HEADLINES

This agenda item provides the Finance and Corporate Service Select Committee with an overview of the work of the Counter Fraud Team, it's strategic approach and operational arrangements. The report contains summary information on all Counter Fraud activity covered in relation to 2022/23 Quarter 3 and the financial year to date.

It provides an opportunity for the Head of Counter Fraud to highlight to the Select Committee any significant Counter Fraud issues that have arisen which they need to be aware of. Importantly, the report enables the Finance and Corporate Services Select Committee to undertake its statutory overview and scrutiny role in relation to the service.

RECOMMENDATIONS:

That the Finance and Corporate Services Select Committee:

- 1. Receives an overview of the work and operation of the Counter Fraud Service;**
- 2. Notes and comments on the Counter Fraud Overview report 2022/23; and**
- 3. Asks any questions of the Head of Counter Fraud.**

SUPPORTING INFORMATION

The Counter Fraud Team supports the Council in meeting its statutory responsibility under section 151 of the Local Government Act 1972 for the prevention and detection of fraud and corruption. The work of the team underpins the Council's commitment to a zero tolerance approach to fraud, bribery, corruption and other irregularities, including any money laundering activity.

Democratic Services advise that Councillors' roles and approach to audit and scrutiny are distinct. As Members will be aware, the Counter Fraud Team reports quarterly to the Audit Committee who review and monitor anti-fraud and anti-corruption policies. Members on the Audit Committee exercise an independent assurance role ensuring that the governance and risk environment within the Council is effective and that financial management is fit for purpose, e.g. monitoring our exposure to the risk of fraud. Select Committees, on the other hand, maintain the statutory oversight required of all services and policies within their remit. Members of Select Committees can undertake in-depth reviews, call internal and external witnesses recommending improvements to Cabinet. Therefore, because both functions can relate to similar areas, there may be matters of common interest where it makes sense to collaborate and/or keep each other informed.

BACKGROUND PAPERS

Counter Fraud Annual Operational Plan 2022/23

Counter Fraud Strategy 2022-2025

[Audit committees & scrutiny committees: working together – Centre for Governance & Scrutiny 2021](#)

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Counter Fraud Overview Report

2022/23

20th February 2023



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www.hillingdon.gov.uk

Contents

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1. Introduction

The Role of the Counter Fraud Team

- 1.1 The Counter Fraud Team (CFT) supports the Council in meeting its statutory responsibility under section 151 of the Local Government Act 1972 for the prevention and detection of fraud and corruption. The work of the CFT underpins the Council's commitment to a zero-tolerance approach to fraud, bribery, corruption, and other irregularities, including any money laundering activity. The CFT is also responsible for delivering the Counter Fraud Strategy and Annual Operational Plan based on the Council's Fraud Risk Universe.
- 1.2 As well as a range of counter fraud activities, the CFT has historically conducted a range of other types of investigative work which do not necessarily have a criminal or fraud element to them, i.e. revenue inspections, disciplinary investigations and other loss prevention work. It also includes preventative work such as fraud awareness training, advising management on fraud risks and counter fraud controls as well as ensuring the Council has up-to-date and appropriate investigation policies and procedures.

The Purpose of the Counter Fraud Overview Report

- 1.3 The Counter Fraud Overview Report sets out a cradle to grave view of the CFT and gives the Finance and Corporate Services Select Committee a high level insight into how the service is run at an operational and strategic level. The report also provides details of counter fraud activity carried out during 2022/23 and the CFT's performance relating to each area of work including financial outcomes.

2. The Counter Fraud Strategic Approach

- 2.1 The published Counter Fraud Strategy for 2022-25 details the approach and core principles of how the CFT will tackle and combat fraud and corruption over the next 3 years. It also highlights the CFT's strategic objectives and provides assurance to key stakeholders by setting out how the Council's exposure to fraud is minimised.
- 2.2 The main principles of the Counter Fraud Strategy are:
 - **Risk Based Approach** – The deployment of resources into the highest areas of fraud risk based upon the Fraud Universe and the risk assessment process.
 - **Partnership & Engagement** – Communicating with service areas and key stakeholders to understand the risks the Council faces whilst creating a counter fraud culture. Offering support to stakeholders by undertaking work streams to identify fraud.
 - **Prevent, Detect, Pursue & Deter** – The cornerstone of the counter fraud approach, with a focus on prevention, as preventative measures are more cost effective than cure.
 - **Innovation & Modernisation** – A focus on delivering an efficient and effective counter fraud service through greater use of technology.
- 2.3 To ensure the CFT can operate effectively in preventing, detecting, and pursuing fraud, a wide range of policies are in place providing a corporate framework to support staff. These corporate policies outline the Council's approach to countering fraud and corruption. Further details on these policies are included in the Counter Fraud Strategy 2022-25.

3. The Fraud Universe

- 3.1 In line with the Counter Fraud Strategy, the CFT deploys a risk-based approach which is embedded into all forms of counter fraud activity, including the triaging of referrals. Specifically, a risk assessment is carried out on all referrals received assessing the available evidence to ensure resources are allocated as effectively as possible.

- 3.2 During the risk assessment process, the CFT will score the assessment based on the following categories:
- **Financial Risk** – What is the potential value of the fraud? What impact does it have on the Council and its residents?
 - **Reputational Risk** – How does this effect the Councils reputation? How would residents and the wider public perceive the Council taking no action?
 - **Operational Risk** – How does this allegation, if true, effect the day to day running of the Council? Is there a need to strengthen processes to mitigate the risk?
 - **Systemic Risk** – Is this a new or emerging risk based on environmental, social, or economic factors? Is this a fraud risk we will likely continue to be exposed to? Do we need to change working practices to combat the risk?
- 3.3 The CFT are responsible for the Council's Fraud Risk Register also known as the Fraud Universe. The universe comprises a list of fraud risks by service area detailing the risk score, mitigation, risk owner and risk direction of travel. The Counter Fraud Management Team periodically review the universe with stakeholders to update current risks and add any new or emerging risks.
- 3.4 As the fraud landscape within the public sector is ever changing, it is important that the CFT keeps up to date with industry news and communicates with key stakeholders to recognise the pressures and risks the Council may encounter. This will give the CFT the ability to adapt and combat the changing fraud risk landscape by deploying resources into the highest areas of fraud risk.

4. The Counter Fraud Annual Operational Plan 2022/23

- 4.1 Set out in **Table 3** at **Appendix A**, is the Counter Fraud Annual Operational Work Plan for 2022/23. The plan has been devised in liaison with key stakeholders and takes into consideration the Fraud Universe and localised financial pressures. The planned operational activity covers proactive and reactive work across a wide range of fraud risks, whilst also retaining the flexibility for the CFT to tackle any emerging risks.
- 4.2 The plan explains the work the CFT will carry out by fraud risk and includes outcomes achieved previously in these areas, as well as the overall risk assessment rating. The plan for 2022/23 includes a variety of activity, which are listed below by type:
- **Criminal Investigations** – Investigations that have a criminal element undertaken by qualified investigators. These investigations normally fall within service areas, where a fraud is alleged to have taken place by a person or business accessing services or funds. Typically, the CFT will investigate offences relating to fraud, theft, bribery and forgery but may where it is in the interest of the Council and its residents, investigate other offences.
 - **Civil Investigations** – These investigations are often where the burden of proof for criminal proceedings cannot be met, or it is not in the public interest to prosecute. These matters are dealt with by way of compliance and may require civil proceedings to bring the case to a resolution.
 - **Disciplinary Investigations** – At times key stakeholders in conjunction with HR may require the assistance of the CFT in disciplinary matters, as per the corporate investigations protocol. The Special Investigations Unit is well equipped to pursue these cases where required to do so.
 - **Proactive Projects** – A series of one-off projects conducted throughout the financial year, targeting the highest risk areas within the Council to drive down fraud, loss and error.

- **Verifications** – A workstream conducted by the CFT to verify the eligibility of service users before accessing a particular scheme. These verification workstreams are embedded into processes within Housing and Social Care. This type of work is the core function behind the CFT’s preventative measures.
 - **Data Matching** – Exercises designed to identify fraud, loss or error by matching internal and external data sets. Returned matches are analysed to verify the veracity of the potential outcomes identified.
 - **Consultancy Work** – Upon request the CFT can carry out a review of service processes highlighting recommendations to improve fraud controls.
- 4.3 Another key feature of the 22/23 plan is a closer collaborative approach to risk and governance between Internal Audit (IA) and the CFT. The CFT will provide greater support to IA in identifying and mitigating fraud risks as part of undertaking IA assurance and consultancy reviews. This will lead to the CFT being alerted to fraud risks at the earliest opportunity and supporting IA in developing measures to prevent fraud.

5. Counter Fraud Skills & Resources

- 5.1 Every member of staff in the Counter Fraud Team is either professionally qualified in counter fraud or is actively studying for a relevant professional qualification supported by the Council. This helps to ensure that the CFT provides a fully professional and effective service. A skills matrix approach is also used as part of monthly one to one meeting as well as at 6 monthly performance reviews.
- 5.2 The CFT operating structure and resource requirements are driven by the annual operational work plan, which in turn is formulated by the high areas of fraud risk identified within the fraud risk universe. The structure has a variety of job posts at different levels. This provides a cost effective way to tackle fraud, loss and error whilst providing resilience and succession planning for the service.
- 5.3 **Chart 1** in **Appendix B** sets out the current structure including the four different units within the service. Listed below are the responsibilities of each of the units:
- **Housing Investigation Unit (HIU)** – The team is responsible for investigations relating to housing fraud including subletting, non-occupation and abandonment of council properties. The HIU also undertakes fraud investigations into false Right to Buy, Succession and Housing applications.
 - **Special Investigation Unit (SIU)** – The SIU investigate all internal matters relating to fraud and where appropriate disciplinary cases. The team also supports Internal Audit conducting consultancy reviews into fraud controls. The team also carries out all work relating to Social Care fraud including blue badge misuse.
 - **Revenues Investigation Unit (RIU)** – The core function of the team is to inspect premises relating to Council Tax or Business Rates with a focus on maximising income received. Officers also investigate cases relating to Council Tax discount & exemptions, Council Tax reduction scheme and unlawful evasion of payment.
 - **Data Analytics Unit (DAU)** – The hub of the CFT, risk assessing referrals, intelligence gathering and providing an administrative function to proactive projects. The team also uses data matching to identify fraud, loss, and error.

6. Counter Fraud Reporting

- 6.1 The CFT reports its progress to Corporate Management Team (CMT) and the Audit Committee (AC) on all matters of counter fraud activity on a quarterly basis. These reports provide an update on performance against KPIs, strategic and operational objectives and delivery against the financial loss prevention target for the year. In addition to this, an annual report is presented to CMT and AC providing a summary overview of counter fraud activity for the financial year including a detailed analysis on team performance and outcomes. This enables CMT and the AC to hold the Head of Counter Fraud to account.
- 6.2 The CFT also liaises with service managers on an ongoing basis in relation to counter fraud activities (where appropriate) as well as delivery of service level agreements. This high level of engagement plays a significant part in the CFT meeting its core principles set out in the Counter Fraud Strategy 2022-25.

7. Measuring Counter Fraud Performance

- 7.1 As the CFT is a support function that works closely with the majority of service areas across the Council, there are a wide range of stakeholders to satisfy, as well as key stakeholders such as CMT and the AC. To monitor counter fraud performance across service areas, outcomes, and objectives a suite of KPIs is in place which are set out in **Table 4** in **Appendix C**.
- 7.2 Each year, as part of the Counter Fraud Annual Report, the management team benchmark performance against other Local Authorities. This data relates to reported figures in counter fraud annual reports to oversight committees from the previous year. There is a significant inconsistency between authorities in terms of what they each report to their oversight committees and the variation in values they each place on individual activities. As a result, this makes comparison between authorities in terms of individual counter fraud work areas difficult to quantify. Nevertheless, there are several areas of general commonality, including the performance on housing fraud and Blue Badge which are present across most London Boroughs.
- 7.3 The Counter Fraud Strategy 2022-25 sets out nine strategic objectives for the CFT to pursue, which includes the **financial loss prevention target for the year which is set at £3.5m for 2022/23**. This target is reviewed each year with the Corporate Director of Finance and the Cabinet Member of Finance taking into consideration previous savings and the fraud landscape ahead.

8. Counter Fraud Q3 and Year to Date Update

- 8.1 Below is a snapshot of the Q3 Counter Fraud Progress report that was presented to Audit Committee on 31st January 2023. The below details counter fraud activity in Q3 and the year to date across multiple fraud risks, including financial outcomes.
- 8.2 Counter Fraud Overview**
- 8.2.1 The CFT in Q3 has continued to work proactively and reactively across the main fraud risks that are faced. **This has led to the CFT identifying loss prevention savings of c£3.75m in Q3, bringing the year to date total to c£10.7m against a target of £3.5m.** A full breakdown of financial outcomes throughout the year by quarter is available in **Table 5** at **Appendix D**. The majority of Counter Fraud activity in Q3 has been in the are of Housing, with tenancy fraud investigations as the main focus.

8.2.2 As part of the CFT’s commitment to strengthening the counter fraud culture within the Council, the team are continuing to carry out fraud awareness sessions to colleagues throughout the organisation. During the financial year, **9 fraud awareness sessions have been conducted to various services** including Housing Services and the Members & Complaints team. The purpose of these sessions is to raise awareness and discuss the different types of potential fraud that could occur within service areas.

8.3 Housing Fraud

8.3.1 In Q3 the CFT has continued to focus its efforts on the high volume of tenancy fraud cases. This approach has led to the **recovery of a further 25 council properties, resulting in £1.4m of notional savings**. The number of properties recovered has increased steadily over 22/23 due to proactive projects and high-quality referrals. This brings **the year to date properties recovered to 62 exceeding 2021/22 recovery figure of 42**. The recovery of Social Housing stock by the CFT provides a much needed supply of properties at a time when the Council faces unprecedented levels of demand. As per **Table 1** below, non-occupation continues to be the key area of tenancy fraud risk.

Table 1 ~ Housing Tenancy Fraud Cases

Case Type	Q1	Q2	Q3*	2022/23*	£k/value**
Abandonment	0	0	0	0	£0
Deceased	3	6	4	13	£728k
NFI Fraud Hub	0	0	6	6	£336k
Non-Occupation	6	10	11	27	£1,512k
Sub-Let	4	3	2	9	£504k
Wrongful Succession	2	3	2	7	£392k
Total Properties Recovered	15	22	25	62	£3,472k

* As at end of Q3 (31st December 2022).

** Tenancy Fraud Forum valuation.

8.3.2 There are currently **129 ongoing investigations relating to tenancy fraud and deceased tenants**. Notices to end tenancies have been served on 19 of those cases and a further **10 cases are currently with our legal team**. The team have also obtained 4 possession orders following legal proceedings, which are awaiting enforcement action. The outcomes of these cases will be reported in Q4.

8.3.3 Due to the current economic climate there has been an increase in demand for housing and **Bed and Breakfast (B&B) emergency accommodation**. Therefore, in Q3 the CFT focused on an additional proactive project conducting residency checks to all emergency accommodation placements to highlight any instances of non-occupation or subletting.

8.3.4 To date a total of 226 B&B properties have been visited, and in Q3 the **CFT has closed 6 emergency accommodation units due to non-occupation, resulting in savings of c£48k**. There are 51 properties which still require visits to confirm residency, and **11 cases have been opened** highlighting concerns of suspected non-occupation. Working in this area is ongoing with further outcomes to be reported in due course.

8.3.5 The CFT carry out verification checks on all Right to Buy applications submitted to the Council, to provide assurance that those who apply are eligible for the significant discount and that the funds used for the purchase abide by money laundering regulations. In Q3 the CFT have received 11 RTB applications to verify and cancelled **3 RTB applications** resulting in **savings of c£335k**.

8.4 Revenues Fraud & Inspections

8.4.1 In the area of Revenues, the CFT has continued to maintain a high level of performance and again exceeded their KPI target (refer to **Table 4 at Appendix C**). In Q3, as detailed in **Table 2** below, the CFT has **conducted 1,782 inspections, with 1,759 (99%) visited within the 10-day KPI target**.

Table 2 ~ Revenues Inspections Performance 2022/23

Revenues Inspections	Q1	Q2	Q3*	2022/23
Total number of inspections completed	2,149	2,741	1,782	6,672
Percentage within 10 day target	99%	99%	99%	99%

* As at end of Q3 (31st December 2022).

8.4.2 During Q3 the CFT has identified a further **8 previously unlisted properties** made up of 'Beds in Sheds'. As a result, an additional **c£10k of loss prevention savings** has been identified following the issue of revised Council Tax bills to the liable parties. In addition, 4 properties are pending a decision from the Valuation Office Agency (VOA).

8.4.3 The CFT throughout Q3 has actively investigated cases relating to the **Revenues Maximisation Project**. The team working in collaboration with its external suppliers have identified businesses that should be listed for NNDR but are not currently rated. **During Q3 a total of £1.8m in billings have been issued to businesses, bringing the year to date total billings to c£5.9m**. This work has a direct impact in maximising the Councils income and highlights the importance of using investigative techniques to determine Business rates liability.

8.4.4 The HCF notes that there have been some exceptional items found in this area of work, leading to significant one-off savings. Although this is positive, it is unlikely that the CFT will continue to find savings of this level as the project goes on. However, the CFT have additional project work planned in Q4 targeting sustained performance in this area.

8.5 Social Care

8.5.1 The CFT has continued to conduct activity in the area of Social Care. Like Housing, the current economic climate presents the opportunity for high levels of fraud within Social Care. The CFT are actively working with management in Social Care to mitigate these risks and to ensure the CFT is operationally ready to tackle any increased or emerging risk.

8.5.2 A recent investigation into a Housing fraud highlighted cross cutting risks within Social Care. The CFT worked across multiple services areas to conclude an on-going non-occupation case. Officers identified that despite a service user having a live tenancy in place, the Council were paying out considerable sums of money to meet the service users care needs by brokering a residential care placement that was not required. With a multi-service approach taken, residential care payments were stopped, and the service user was supported back into independent living. **This resulted in significant savings of c£14k**.

8.5.3 This heightened risk has led to the **CFT opening 5 investigations into matters of Social Care fraud**. These investigations are extremely complex and span a wide area of Social Care including Direct Payments, Commissioned Care and Special Guardianship Orders. **In total these cases are valued at over £225k.**

8.5.4 In addition to the review, the CFT conducted a total of **165 financial assessment verifications this quarter, with one case of Single Person Discount fraud identified**. This resulted in **loss prevention savings of c£403**. Of the 165 verifications, a total of 17 requests were not verified. With checks undertaken to identify instances of hidden assets, income or capital, all **17 cases are undergoing additional checks** to determine each services user's eligibility.

8.6 Blue Badge Fraud

8.6.1 Q3 marked a successful quarter for the team with the conclusion of two lengthy Blue Badge investigations. Following the team's reported participation in the London Wide Blue Badge Day of Action and the teams proactive project at Ruislip Lido, **two offenders received fixed penalty notices totalling £200** due to Blue Badge misuse. In addition, **both offenders received Simple Cautions as an alternative to criminal proceedings**.

8.6.2 This quarter further demonstrated the team's agile approach in tackling Blue Badge misuse across the borough, with counter fraud resources deployed in Hayes and outside a school in Uxbridge, following reports of Blue Badge misuse. **One offender received a £100 fixed penalty notice and Simple Caution**, the second incident remains under investigation, with enquires ongoing.

8.7 Onsite Immigration Official

8.7.1 The Onsite Immigration Official (OSIO) has played an instrumental part in the CFT's preventative measures across the Council. The OSIO provides real time data on a person's status to service areas. This helps determine the eligibility of an applicant for assistance and prevents those that are not entitled gaining access to vital services. In Q3 the OSIO has continued to provide a value for money service **identifying c£56k in savings across Housing and Social Care. This brings the year to date savings by the OSIO to c£126k which represents a 39% increase on 2021/22.**

8.8 London Counter Fraud Hub

8.8.1 The CFT joined the London Counter Fraud Hub (LCFH) at the start of the financial year. The hub is designed to bring London Boroughs together, sharing data to identify fraud, loss or error. This innovative approach will also use the power of data to uncover cross borough frauds.

8.8.2 As reported in Q2, the CFT completed its first in house data matching exercise using the LCFH which matched tenancy records against the death register identifying 5 properties where the Council was unaware that the tenant had passed away. Utilising the unique capabilities of the LCFH this match is now embedded within the hub and automatically provides refreshed matching every two weeks. This maximises loss prevention by ensuring that cases are identified at an early stage. In Q3 the LCFH has identified a further **5 properties** where the Council was unaware that the tenant had passed away.

8.8.3 Members of the CFT have joined a working group set up by The London Boroughs' Fraud Investigators' Group (LBFIG) which is developing innovative bespoke data matching reports to identify cross borough fraud in identified high risk areas. Reports from these matches are expected in 2023/24.

9. Acknowledgement

- 9.1 The CFT would like to take this opportunity to formally record its thanks for the co-operation and support it has received from the management and staff of the Council during this financial year. There are no other counter fraud matters that the HCF needs to bring to the attention of the Finance & Corporate Services Select Committee.

Alex Brown APCIP
Head of Counter Fraud

20th February 2023

Set out below is the Counter Fraud Annual Operational Work Plan for the key proactive projects and investigative work for 2022/23.

Table 3 ~ Counter Fraud Annual Operational Work Plan 2022/23

Counter Fraud Activity	Planned Work	Outcomes 2021/22	Risk
Tenancy Fraud & Housing Investigations	The CFT will continue to detect illegal sub-letting and non-occupation of Council properties as referred by colleagues and residents. This also includes false applications for housing, assignment and succession.	42 properties recovered, £756k notional savings	HIGH
Social Housing Residency Checks	A risk-based approach to tenancy residency checks working with the Housing team and using tenancy fraud data to identify hotspots. This will be delivered as part of proactive projects work.		
Housing Fraud Data Review	A new initiative to analyse data held by the Council to identify fraud. The CFT will review a variety of Council held data sets, particularly that already available in Housing, to identify sub-letting and non-occupation.	New for 2022/23	HIGH
Housing Right to Buy (RTB)	The CFT will continue to provide a risk-based verification service of all RTB applications to identify fraud and where appropriate actively investigate applications found to contain suspected misrepresentation.	3 applications closed, £328k loss prevention	HIGH
B&B and Temporary Accommodation Residency Checks	The CFT will continue with annual residency checks on all emergency B&B and temporary housing accommodation. The checks will identify suspected non-occupation and subletting of emergency housing, and false applications.	Outcomes will not be available until Q1 22/23	HIGH
Social Care S.17 Emergency Funding	Desk based checks to confirm eligibility of applicants requiring emergency accommodation and support from Social Care.	6 applications cancelled, £72k in loss prevention savings	HIGH
Unaccompanied Asylum Seeking Children (UASC) Status Checks	The embedded OSIO will periodically check the status of all UASC clients, this helps identify those who's status allows them to access national schemes funding and no longer require funding by the Council.	£65k loss prevention savings identified	HIGH
UASC Project	An annual proactive project identifying suspected subletting or non-occupation of accommodation provided by the Council. A referral process is in place for cases of misrepresentation to be passed to the CFT for investigation.	1 application closed and 2 tenancies cancelled, saving £18k	HIGH

(cont'd)

Table 3 ~ Counter Fraud Annual Operational Plan 2022/23 (cont'd)

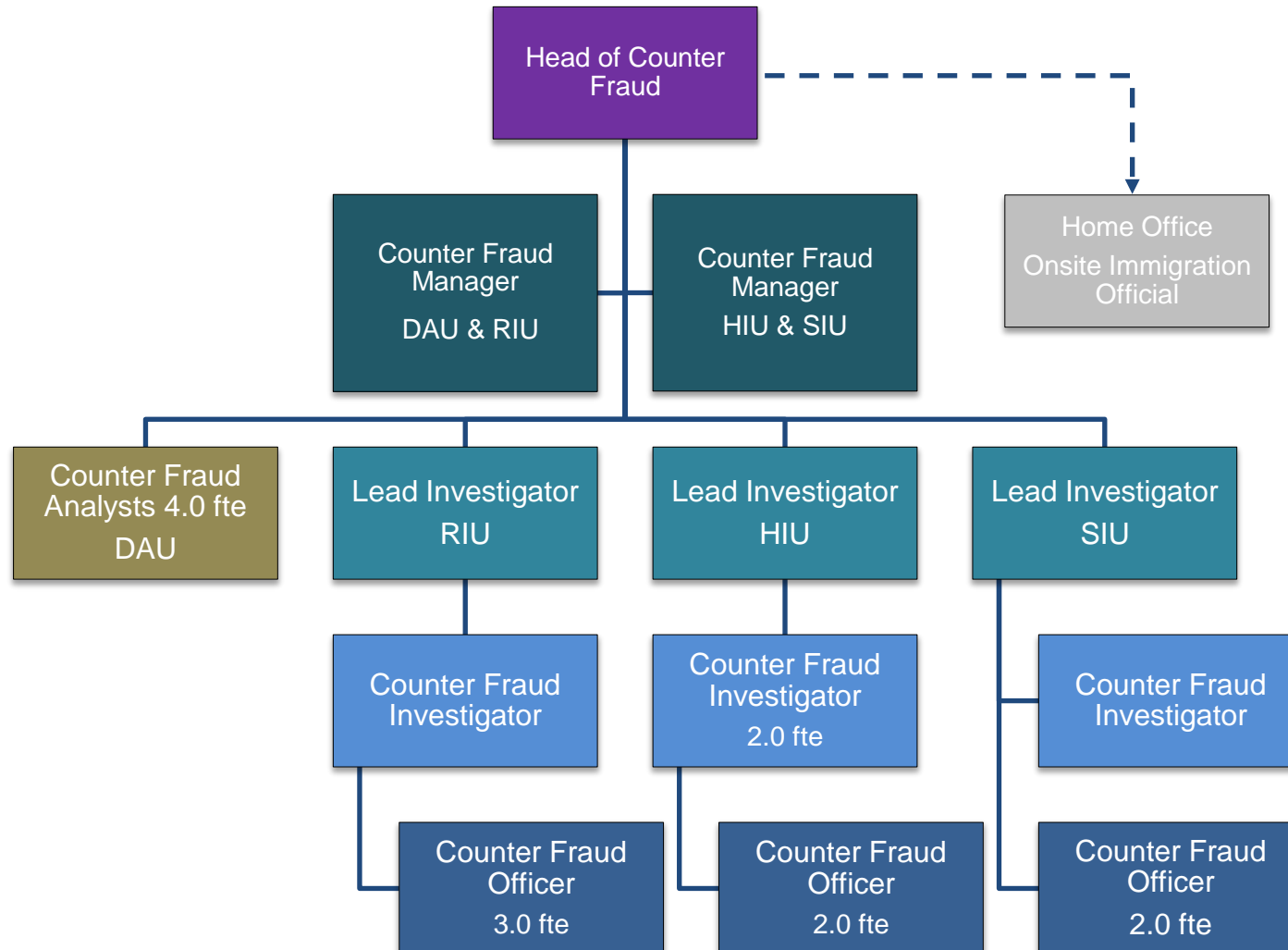
Counter Fraud Activity	Planned Work	Outcomes 2021/22	Risk
Disabled Facilities Grant	Cases of hidden assets, income or fictitious residency will be referred to the CFT's via the referrals process.	£59k loss prevention identified	HIGH
Direct Payments	Cases of funds not being used appropriately, and or misrepresentation of circumstances to access funding towards care costs will be referred to the CFT for investigation.	3 cases under investigation	HIGH
NFI Bi-annual Exercise	Continuous work on statutory data matches from the Cabinet Office, which will be investigated as an ongoing project throughout 22/23. The matches provide a significant contribution to saving areas such as Housing and Revenues.	Bi-Annual exercise not available for 2021/22	HIGH
Revenues Inspections and Investigations	In 2022/23 the CFT will continue to deliver all inspections for Business Rates and Council Tax and develop an investigative approach to Business Rates and Council Tax avoidance and illegal evasion.	8012 inspections conducted in 2021/22 52 active investigations	HIGH
Revenue Maximisation	Proactive project work utilising data to identify previously unlisted or modified domestic or commercial properties that are not paying the correct amount of tax or rates.	£1.3m of previously uncollected NNDR identified	HIGH
Council Tax Discounts & Exemptions	A proactive desk top data review of discounts and exemptions utilising data matching and in-house data. All discounts found to be fraudulent will be referred to Exchequer Services for removal of discounts/exemptions and investigated for fraud where appropriate by the CFT.	£82k in loss prevention savings	HIGH
London Counter Fraud Hub	Working in conjunction with other London based Local Authorities to create proactive data matching exercises to identify fraud and error in known risk areas leading to loss prevention outcomes.	Not available for 2021/22	MEDIUM
Social Care Financial Assessments	The CFT will continue to verify all applicants who apply for Social Care funding via Financial Assessments to ensure eligibility. The CFT will also conduct a proactive project with the Financial Assessment Team to identify loss prevention savings during the annual review process.	£8k of loss prevention identified	MEDIUM

(cont'd)

Table 3 ~ Counter Fraud Annual Operational Plan 2022/23 (cont'd)

Counter Fraud Activity	Planned Work	Outcomes 2021/22	Risk
Empty Properties/ New Homes Bonus	A yearly proactive project to maximise the grant received from Central Government by identifying empty properties that are now occupied, alongside monitoring new build properties for completion. The net number of properties brought back into occupation by the Council attracts a grant from central government.	Delivered funding £300k above Finance Department's forecast in NHB grant	MEDIUM
Housing Verifications	The CFT will continue to verify applicants who apply for social housing, mutual exchange or succession/assignment.	13 applications closed and 2 cases referred for investigation	MEDIUM
'Beds in Sheds' - Unregistered Residential Dwellings	The Revenues Investigations Unit will identify unlawful and unregistered residential dwellings in order that properties are brought within Council Tax banding and evasion pursued as investigations. Any enforcement action on planning issues will be referred to Planning Enforcement and Housing Standards.	25 cases identified, revenue of £48k	MEDIUM
First Time Buyers Residency Checks	Post purchase residency checks to verify occupation, as continued residency for a set period is a mandatory scheme condition. Any properties where subletting or non-occupation is identified will be further investigated and the grant will be sought for recovery.	2 cases referred for prosecution	MEDIUM
Debt Tracing Enquires	A relatively new initiative that will see the CFT trace debtors that are uncontactable or identify hidden assets and capital to support debt recovery.	£14k recovered through tracing enquiries	MEDIUM
Blue Badge Operations	Bi-annual Blue Badge enforcement projects to confirm lawful use of badges in identified misuse hotspots. A visual presence to provide assurance to residents that the Council takes this fraud seriously and deter misuse across the borough.	11 financial penalties issued	LOW
Fraud Awareness & Engagement	The CFT will continue to provide a program of fraud awareness internally to champion a counter-fraud culture and encourage service provider engagement over fraud risks. This will also include periodic social media communications released to the public to promote awareness and raise the profile of counter fraud activity within the borough.	Delivered 22 awareness sessions	N/A

Chart 1 ~ COUNTER FRAUD TEAM – SUBSTANTIVE STRUCTURE



Key: DAU = Data Analytics Unit, RIU = Revenue Investigations Unit, HIU = Housing Investigations Unit, SIU = Special Investigations Unit.

Table 4 ~ CFT KPIs and Actual Performance

CFT KPIs	Target	Q1	Q2	Q3*	22/23*	21/22
1. Percentage of fraud referrals risk assessed within 3 working days	95%	99%	99%	95%	98%	99%
2. Verification work timescales for completion:						
a. Housing Allocations completion within the target date set by Housing	95%	99%	99%	99%	99%	99%
b. Right to Buy case completion within 28 working days	95%	100%	100%	100%	100%	100%
c. Financial Assessments completion within 7 working days	95%	100%	100%	100%	100%	N/A**
d. Section 17 reviews completion within 7 working days	95%	100%	100%	100%	100%	N/A**
3. Investigation plan completion within 5 working days of case allocation	95%	100%	100%	99%	99%	99%
4. Tenancy fraud referrals received resulting in property recovery	30%	35%	36%	51%	41%	33%
5. Investigations resulting in loss prevention/financial saving outcome	40%	41%	41%	46%	43%	55%
6. Revenue inspections completed within 10 working days of referral date	95%	99%	99%	99%	99%	97%

* As at end of Q3 (31st December 2022).

N/A** = New KPI that has been introduced in the Counter Fraud Strategy for 2022 – 2025.

Table 5 ~ CFT 2022/23 ~ Financial Performance

Work Area	Description	Quarter 1	Quarter 2	Quarter 3*	Quarter 4	2022/23*
Housing	Right to Buy discounts	£0	£336,900	£335,100	£0	£672,000
	Property Recovery (notional savings)	£840,000	£1,232,000	£1,400,000	£0	£3,472,000
	Other savings/loss prevention	£22,491	£40,267	£72,481	£0	£135,239
Social Care	Section 17 and UASC**	£13,128	£0	£0	£0	£13,128
	Financial Assessments	£4,758	£129,749	£14,232	£0	£148,739
	Disabled Facilities Grants	£0	£30,000	£0	£0	£30,000
	Direct Payments	£4,369	£300	£0	£0	£4,669
Revenues	Single Person Discount	£5,697	£5,847	£8,410	£0	£19,954
	Council Tax Reduction & arrears	£6,910	£20,203	£15,830	£0	£42,943
	Unlisted Buildings	£35,995	£17,239	£10,988	£0	£64,222
	Housing Benefit Overpayments	£5,456	£82,224	£428	£0	£88,108
	NNDR	£1,391,666	£2,680,774	£1,844,320	£0	£5,916,760
Blue Badge	Simple Caution & Financial Penalty	£100	£200	£300	£0	£600
Immigration Officer	Housing Homelessness Applications**	£0	£16,107	£8,053	£0	£24,160
	Social Care Savings	£42,335	£11,760	£48,367	£0	£102,462
Totals	Loss Prevention Savings	£72,644	£565,084	£478,235	£0	£1,115,963
	Notional Savings	£2,028,372	£3,592,883	£2,968,100	£0	£8,589,355
	Cashable Savings	£271,789	£445,407	£311,877	£0	£1,029,073
	Costs awarded and penalties	£100	£200	£300	£0	£600
	Total	£2,372,905	£4,603,574	£3,758,512	£0	£10,734,991

* As at end of Q3 (31st December 2022).

** Average weekly cost against average length of support. This figure fluctuates but has been provided by the Council's Business Performance Team.

Glossary of Terms

Beds in Sheds

'Beds in Sheds' is the term used to describe habitable outbuildings, or annexes to private properties being utilised without the awareness of the Council or the Valuation Office Agency (VOA).

Blue Badge

A Blue Badge provides parking concessions and helps people with **non-visible and visible disabilities or health conditions** park closer to their destination. The Blue Badge enables holders to park in designated disabled person's parking bays either on the public highway or privately owned car parks. In addition, badge holders can park on single or double yellow lines for up to 3 hours.

Direct Payments

The Council are responsible for administering direct payments to service users who have been assessed as needing care and support services. The payments are made to allow applicants to access care to meet their social care needs, such as support with living tasks and social activities.

Disabled Facilities Grants

The council offers a range of financial support schemes for people with disabilities, such as the Disabled Facilities Grant (DFG). The DFG is a means tested scheme that allows eligible applicants to receive financial support to make adaptations to their home, if they, or someone living at the property is disabled.

Financial Assessments

The Council is under a financial and legal obligation to carry out this means tested assessment for each service user. The Financial Assessment (FA) identifies whether the applicant(s) is eligible to receive funding towards their care costs.

Fraud Hub

Utilising the existing Cabinet Office infrastructure and systems, most London based local authorities have agreed to upload internally held data sets for proactive data matching exercises. These regularly agreed upon exercises will lead to the identification of possible fraud, loss or error.

National Fraud Initiative

The National Fraud Initiative (NFI) is a data matching exercise co-ordinated by the Government Cabinet Office and conducted every 2 years. There is also an annual review of claimants in receipt of Single Persons Discount data that is matched against the Electoral Roll data. The NFI matches data from over 1,200 organisations, including councils, the police, hospitals and almost 100 private companies to identify potential fraud and error.

New Homes Bonus

The New Homes Bonus (NHB) is a grant that is paid by central government to incentivise local housing growth.

Onsite Immigration Enforcement Official

The Onsite Immigration Enforcement Official (OSIO) provides enhanced access to Home Office data for the purpose of assessing cases involving immigration issues and for assisting in a range of counter fraud work.

Right to Buy

The Right to Buy (RTB) process is a statutory scheme whereby a tenant(s) can apply to purchase their Council property at a significant discount from its market value. There are strict conditions that must be met by the applicant(s) if they are to qualify for the discount.

Revenue Maximisation

The use of internally held data and the utilisation of external data partners to identify previously unlisted commercial and domestic properties, along with identifying commercial properties that have undertaken modifications or improvements that would result in the revaluation of its Rateable Value (RV). Commercial entities are under no obligation to inform Council Tax as to when they have started trading or if their RV needs to be recalculated. The Council will only retain 15% of the identified rates.

Section 17

The CFT provides assurance and mitigate the risk of fraud within Children's Social Care, in particular the allocation of emergency accommodation provided under Section 17 of the Children's Act 1989. The verification process seeks to validate a family's reason for approach as well as their financial circumstances, as applicants claim to be destitute and requiring accommodation and or financial support. The CFT conducts verification checks on all applicants approaching the Council.

Small Business Rates Relief

The Small Business Rates Relief (SBRR) scheme is designed to reduce the amount of business rates payable by small businesses. This reduction is available to ratepayers who occupy a property with a rateable value of no more than £15,000.

Tenancy Fraud Forum Valuation

As of the 2022/23 financial year, the CFT will be using the new Tenancy Fraud Forum valuation for property recovery. Working in conjunction with the London Boroughs' Fraud Investigators' Group (LBFIG) a new formula has been created to determine how much tenancy fraud costs. The formula considers the annual average temporary accommodation cost per family, the average duration for tenancy fraud, as well as the average investigation, legal and void costs. The agreed calculation for tenancy fraud within the borough is now valued at £56k per property (Previously £18k). The new calculation allows Hillingdon Council to accurately calculate financial savings by factoring in local figures.

Unaccompanied Asylum-Seeking Children

Unaccompanied Asylum-Seeking Children (UASC) are children and young people who are seeking asylum in the UK but have been separated from their parents or carers. Whilst their asylum claim is processed, they are cared for by the Council and provided with accommodation and or financial support.

REVIEW BY THE CORPORATE FINANCE AND PROPERTY SELECT COMMITTEE: PERFORMANCE MONITORING AND REPORTING IN HILLINGDON COUNCIL - UPDATE ON PROGRESS

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Naveed Mohammed, Head of Business Performance, Central Services
Papers with report	Appendices A
Ward	All

HEADLINES

This paper provides an update on progress in the implementation of recommendations following the review into the Council's approach to managing performance and data.

RECOMMENDATION:

That the Committee notes the progress made and the work that is outstanding.

SUPPORTING INFORMATION

Between September 2021 and December 2021, Members of the Corporate, Finance and Property Select Committee undertook a review looking at current arrangements for the tracking of performance and provision of insight data in the Council. On 12 January 2022, and following this review, the Committee submitted a series of recommendations to Cabinet. These included:

1) Performance Reporting

Reporting to the Council's Corporate Management Team (CMT) and Cabinet Members is already established and will continue on a regular basis and to a quarterly cycle. Formal reporting to Select Committees is new. Discussions will need to begin with the Committee Chairmen to determine the best suite of indicators that will be reported, taking into account work plans and the Committees' remit.

2) Performance Culture

At present, work on raising awareness of data quality and assisting service colleagues with improving data quality is scheduled for between January and March – in anticipation of the annual statutory returns cycle. This will now be supplemented with work throughout the year including data quality audits, drop-in sessions for service leads and specific workshops where Government guidance has changed. These will be promoted through service management teams, the weekly All-Staff Email and, where appropriate, Team Hillingdon.

3) Performance Innovation

Work to review (and eventually replace) the Council's existing corporate performance management system is already underway. Tools such as Power BI are being used to pilot new

ways of reporting service data. Subject to the outcome of these pilots, a business case will be developed with a full cost-benefit evaluation of bringing in a new system. An important part of this will be the need to initiate wider changes in culture. So, in addition to the importance of data quality detailed above, there will be a need to review what is collected and reported and a need to upskill service colleagues on how to use the new tools (and data in general) as a key component in managing both ongoing service delivery and strategic change.

Over the intervening period, work has been ongoing to implement these and drive further improvements in the way data is managed and used across the authority. Appendix A provides an update on this work and progress to date.

How this report benefits Hillingdon residents

The robust collection and provision of performance and insight data enables Chief Officers and Members to assess whether the Council is delivering on its aim of Putting Our Residents First delivering services in an efficient and effective way that meets residents' needs. Where gaps are identified, officers can be held to account through effective challenge.

Financial Implications

None at this stage.

Legal Implications

None at this stage

BACKGROUND PAPERS

- [Performance Monitoring and Reporting in Hillingdon Council](#) – this review was considered by Cabinet on [17 February 2022](#).

Performance Monitoring and Reporting by Hillingdon Council		Recommendations	Updates
		<p>RECOMMENDATION 1: Performance Reporting - That the Business Performance Team and Service areas take into account the varying target audiences and organisational hierarchy for their performance reporting, thereby ensuring that performance outputs and information are presented in a relevant, user-friendly visual format for:</p>	
		<p>RECOMMENDATION 1a: Cabinet – That service heads / directors, in conjunction with respective Cabinet Members i) be requested to review the current use of data within their areas during 2022 – either for reporting purposes or to identify performance issues; and ii) consider regular monthly or quarterly performance updates to Cabinet Members;</p>	<p>i) Good progress being made to date. The current reporting to the Corporate Management Team (CMT) has been reviewed on an ongoing basis to ensure the balance between providing reassurance across the key areas of Council activity and being sufficiently focussed on priority areas. The next phase of this work is to review reporting in line with the new Council Strategy which will be in place for commencement of the year 2023/24.</p> <p>ii) Reporting to Cabinet Members is currently in place across all directorates. This is subject to the same changes described above and there is work ongoing to further develop reporting across specific areas including Place and Adult Social Care. This will be reviewed in line with the Council Strategy. The latter being used to steer the selection of the right metrics to be able to measure and track progress of delivery.</p>
		<p>RECOMMENDATION 1b: Select Committees – That from May 2022, subsequent to recommendation 1a. above, Select Committees also be presented with high-level quarterly performance updates regarding services within their remit / terms of reference, and that this be added to their multi-year work programmes;</p>	<p>This work is scheduled for 2023/24, to follow the implementation of the Council Strategy and finalised reporting arrangements to CMT and Cabinet.</p>
		<p>RECOMMENDATION 1c: Corporate Management Team (CMT) – That Cabinet Members have input into the metrics presented to CMT through the quarterly Balanced</p>	<p>Good progress being made. All Cabinet Members receive regular reports (typically monthly) on the performance and demand activities across their portfolio. This includes reports on key</p>

	<p>Scorecard performance reporting to ensure they are able to measure overall Council performance and drive strategic decisions. Weekly and monthly dashboards should continue for Operational Heads but should be visible and reviewed in conjunction with the Leader/relevant Cabinet Members.</p>	<p>indicators against targets and statutory requirements. The information provided to Cabinet Members will be kept under review and informed by Cabinet Members, in line with the implementation of the Council Strategy.</p>
	<p>RECOMMENDATION 2: Performance Culture That awareness and understanding of the importance of data quality and of the services provided by the Business Performance Team be communicated comprehensively across Council departments during 2022, including the use of manager briefings, toolkits or other online internal information.</p>	<p>Data Quality has been subject to a lot of work over the last 12 months. Briefings have been included in internal communications, flagging the importance of data quality and attendance at Senior Management Teams (SMTs). Of much more import though has been the work undertaken to address data quality issues. Significant work has been done to improve the logging of data, including the systematic use of case management systems to improve data integrity where required. Information governance policies have also been updated and mandated training in data protection, including data recording, will be rolled out to all staff by the end of March 2023.</p>
	<p>RECOMMENDATION 3: Performance Innovation That Corporate Procurement explore appropriate external software / systems during 2022, in conjunction with the Business Performance Team, that could be implemented or integrated to deliver tangible and cost-effective benefits. Particular focus should be placed on looking to assist the move away from traditional manual data manipulation to greater data automation, along with the availability of live data to decision-makers.</p>	<p>Proof of concept completed during summer of 2022 in collaboration with the Solutions team in IT. This involved a report in children's service being used to develop a PowerBI dashboard and integrating finance data to provide a rounded picture of performance and cost. Following that work, a business case was taken to CMT in February 2023 which has had in principle agreement. There are recognised capacity issues in both IT and Business Performance to scale this work up in a timely fashion. Based on that, there is currently work ongoing with IT to review options around implementation approach and extent of coverage across the authority.</p>

CABINET FORWARD PLAN

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Mark Braddock, 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.

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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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

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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										
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
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
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
Cabinet meeting - July 2023 (date TBC)										

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)
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	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
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
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

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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										
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
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
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
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

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

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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
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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
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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)
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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
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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)
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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)
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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)
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	Mark Braddock, 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

- 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
19 April 2023	CR6
14 June 2023*	TBA
18 July 2023*	TBA
6 September 2023*	TBA
19 October 2023*	TBA
22 November 2023*	TBA
11 January 2024*	TBA
8 February 2024*	TBA
5 March 2024*	TBA
17 April 2024*	TBA

** subject to Council agreement on 23 February 2023*

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

Finance & Corporate Services Select Committee	2022/23					2023/24					2023/24				
	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		Witness Session		Findings	Findings	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
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 Counter Fraud Team Update on the new Member's Enquiry Process Human Resources - digitalisation of processes Customer Service, Contact Centre & transition to digital	X														
Past review delivery Performance Monitoring & Reporting Review 2021/22										X					

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