



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, 19 APRIL  
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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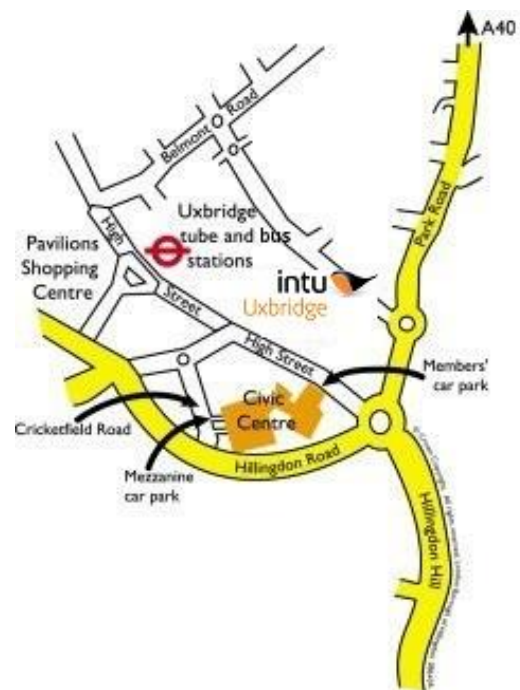
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## Terms of Reference

### 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 1 - 8
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Review of Procurement Within Hillingdon: Final Witness Session To Follow
- 6 Update on the new Members' Enquiries Process 9 - 18
- 7 Cabinet Forward Plan 19 - 30
- 8 Work Programme 31 - 34

## Minutes

### FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

1 March 2023



HILLINGDON  
LONDON

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

	<p><b>Committee Members Present:</b> Councillors John Riley (Chairman), Kaushik Banerjee, Kishan Bhatt, Shehryar Ahmad-Wallana (In place of Richard Lewis), Narinder Garg, Gursharan Mand and Stuart Mathers (Opposition Lead)</p> <p><b>LBH Officers Present:</b> Mark Braddock, Democratic Services; Alex Brown, Head of Counter Fraud; Laura Piggott, Counter Fraud Manager; Mark O'Halloran, Counter Fraud Manager; Kevin Westbrook, Interim Counter Fraud Manager and Naveed Mohammed, Head of Business Performance.</p>
56.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillor Richard Lewis, who was duly substituted by Councillor Shehryar Ahmad-Wallana.</p>
57.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest in matters coming before this meeting.</p>
58.	<p><b>MINUTES OF THE PREVIOUS MEETING - 8 FEBRUARY 2023</b> (<i>Agenda Item 3</i>)</p> <p>Cllr Mathers raised the point in the minutes regarding the submission of comments on the Cabinet Forward Plan prior to the meeting in the interests of transparency.</p> <p><b>RESOLVED: That the minutes of the meeting held on 8 February 2023 be agreed as a correct record.</b></p>
59.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p><b>RESOLVED: That all items of business at this meeting be considered in public.</b></p>
60.	<p><b>COUNTER FRAUD OVERVIEW REPORT 2022-2023</b> (<i>Agenda Item 5</i>)</p> <p>The Chairman welcomed an interesting discussion ahead on the Counter Fraud Service and informed Councillors that they should be watchful of enquiring about the specifics of ongoing cases, or the tradecraft used to combat fraud given that the meeting was public.</p> <p>The Head of Counter Fraud started by outlining the comprehensive approach to the</p>

fraud universe within Hillingdon. He briefly introduced his colleagues from the Service to the Committee, who would later brief Councillors on operational matters within their remit.

The importance of the 3-year Counter Fraud Strategy was explained first, which set out the four main principles for the service: firstly, partnership and engagement, which sought to communicate with services and create a counter-fraud culture; secondly, prevent, detect, pursue and deter, which was the cornerstone of the strategy; thirdly, innovation and modernisation, which sought to embrace new technologies; and finally, a risk based approach, in order to triage cases and enable resources to be deployed to most important areas, informing the annual work programme and ultimately the Fraud Risk Register.

In respect of the annual work programme, the Head of Counter Fraud informed Members that this would include criminal, civil, disciplinary investigations, proactive projects to target areas of risk and also verifications, which was noted as unique to Hillingdon, where the service assesses a persons' eligibility for certain services, including through data matching, in order to preventing fraud from entering the system in the first place.

The Committee was told how the service measured its success, which were in different ways, including key performance indicators which were reported upwards, benchmarking across other London boroughs and importantly, a financial loss prevention target each year, which was set by the Corporate Director of Finance and Cabinet Member and stood at £3.5m for the current year. It was noted that the service had actually exceeded this target with £10.7m of loss prevention to-date.

Providing more detail to Members, the individual Counter Fraud Managers present outlined the structure of their teams and their service responsibilities, which covered:

- revenue and benefits investigations citing, for example, activity to ensure an £5.7m of business rates were secured by visiting premises and ensuring records and billing are up to date;
- the data analysis unit which acted as the core of the service with referrals to it, and the ability to analyse and match data on cases, in conjunction with the London Fraud Hub, which enabled the provision of real-time information;
- housing investigations, which covered housing applications, right-to-buys and verification of them prior to being accepted, along with investigating illegal subletting referrals and non-occupation of properties, which has helped bring much needed housing accommodation back into use;
- outreach to residents through campaigns, such as the key amnesty last year;
- investigations into fraud loss and error across social care, including section 17 cases and direct payments which were often complex in nature, along with blue badge fraud and;
- consultancy reviews across Council services to support fraud risk mitigation and any disciplinary matters so required.

The Chairman thanked the officer team for their presentations and, in particular, welcomed how they had substantially exceeded their financial loss prevention target to-date, remarking that fraud on the Council was a fraud on all residents. Members of the Committee then asked a number of questions, which were responded to by officers present.

Firstly, it was queried when people registered a death and lived in a council property, how this would be picked up by the Counter Fraud Team and cross checked with tenancy details. Officers replied that such matters would be picked up through twice weekly data matching exercises from the London Fraud Hub.

In respect of the on-site Home Office immigration official, a Councillor sought information on how their role assisted in tackling fraud, to which officers replied it enables access to Home Office data and assists proactively with specific cases, where there are immigration matters.

On the London Counter Fraud Hub and the importance of knowledge-sharing, it was asked whether the function supported the capturing of information if people who commit fraud move from elsewhere in the UK into Hillingdon. Officers advised that whilst this was not entirely possible at this time, there were a number of other similar fraud hubs growing across the UK to share information which would assist in the future. There was also a national fraud initiative led by the Cabinet Office seeking to improve co-ordination of such work.

Councillors sought clarification on how the service balances its resources to tackle fraud, along with guidelines for sanctions and how this may progress through to the courts and publicity thereafter. Officers responded by stating that they apply both the evidential and public interest tests in cases along with factoring in mitigating circumstances. Other key factors that triaged cases to investigate or prosecute were those of the most financial benefit, cases with reputational risk and in particular, those matters that residents find most impactful, such as beds in sheds. It was noted that there were a number of live cases being prosecuted at present and that following any successful prosecution, the team would seek to publicise these across different channels for awareness and deterrent purposes.

In respect of corruption and bribery a Councillor cited there had been a rise in this across the property development and planning industry in recent years and asked if this had ever been experienced in Hillingdon. In response, officers advised they had never come across such cases or had to enforce the Bribery Act to-date in Hillingdon, but should such a matter arise, it would be taken extremely seriously.

Committee Members considered how the service could further publicise their activities, fraud outcomes and success stories, such as blue badge fraud, and make more use of Hillingdon People magazine. Members also considered how the Service could better seek local views on fraud priorities, in a similar way that Ward Councillors discuss crime priorities when liaising with local police teams. Officers supported calls for further publicity of their work and informed Members of recent publicity events, such as hashtag Fraud Awareness Fridays alerting the public to different fraud risks each week. It was accepted that the Service could undertake further external publicity, but internally within the Council, it was noted that there were regular information and communications events with services, to ensure that staff are fraud alert.

The Committee and officers discussed the number of fraud risks associated with the homelessness and housing journey for residents presenting and applying. It was noted that officers had to be very proactive in this area due to some instances of opportunistic fraud, such as people not being entirely honest or not giving full information. Work in this area, particularly around emergency accommodation whilst claims were being assessed, had resulted in accommodation coming back into use saving taxpayer money. Officers advised that a key aspect to this was the unique prior verification work

undertaken by the service before any housing transaction progressed, which prevented people getting a council housing property or right-to-buy, if they were not eligible for it in the first place.

Building on the London Counter Fraud Hub model to share data, Members discussed whether there was a case for a more formal Fraud Directorate across London to ensure the high standards being achieved in Hillingdon were being applied more universally. Officers outlined to Councillors how Hillingdon's Counter Fraud Service was not entirely structured in the same way as most other local authorities teams, with the example given of having revenue inspectors operate within the service itself, rather than in a separate revenues team. It was noted that Hillingdon's Counter Fraud Officers were also particularly experienced with in-depth knowledge of the fraud world. It was advised that the service would always seek to look at innovative ideas, one of which being considered was leading a shared services or commercial model, on behalf of other local authorities.

The Committee then turned to the growing use of technology and cyber and, in-turn, the more sophisticated fraud opportunities. This was acknowledged by officers who informed Members that they worked closely with the Internal Audit Team responsible to highlight any fraud risks as part of the Council's digital and transformation agenda.

A Councillor raised a point about a system error which had resulted in a delay in a housing application. Officers from the Counter Fraud Service advised that whilst this was not within their remit, if reported they would liaise with the housing service to get the matter rectified.

The Chairman thanked Officers for their attendance and the Committee for the in-depth discussion. It was agreed to put on record the Committee's appreciation of the good work of the service and the counter fraud activity it undertakes on behalf of the Council and resident taxpayers.

**RESOLVED:**

**That the Finance and Corporate Services Select Committee:**

- 1. Received an overview of the work and operation of the Counter Fraud Service;**
- 2. Noted and commented on the Counter Fraud Overview report 2022/23; and**
- 3. Asked questions of the Head of Counter Fraud.**

**61. UPDATE ON THE IMPLEMENTATION OF RECOMMENDATIONS - PERFORMANCE MONITORING AND REPORTING REVIEW (Agenda Item 6)**

The Head of Business Performance introduced the report setting out progress delivering on recommendations from a previous scrutiny review by the Corporate, Finance and Property Select Committee in 2021, adopted by Cabinet. The previous committee's review had been on how the Council processes, reports and makes use of data. Going through the individual recommendations, it was noted that:

On performance reporting to the Corporate Management Team (CMT) and Cabinet Members, progress had been made, with a regular report to CMT, but the metrics



reported would vary due to priorities or pressures that emerge mid-year, for example recently introduced were performance data on mould within council housing properties following the review into the tragic death of Awaab Ishak.

It was further noted that KPIs and metrics would be evaluated further in light of the new Council Strategy adopted in 2022 to ensure both Councillor and residents can measure progress on the Council's priorities. Cabinet Members would be signing off the metrics reported to them via their Directors, such as around social care or complaints and Members' Enquiries.

The Head of Business Performance made mention of the significant amount of data that could be reported upwards, but that there was need to ensure the right ones were selected for quality assurance purposes, statutory returns such as to the Department for Education, but also to ensure benchmarking with other local authorities, such as using the housemark initiative, so the Council could measure its performance amongst peers. Furthermore, an additional piece of work was to look at performance data in terms of inspection outcomes, such as those by Ofsted and Youth Justice Board.

With respect to another recommendation from the review around select committee reporting, it was explained that this would take place with high-level updates reflecting the committees' terms of references, but that progress had been delayed due to the adoption of the Council Strategy. It was advised that work would take place with select committees to ensure KPIs presented to them were relevant and aligned to the reporting to Cabinet portfolios.

On the recommendation around performance culture, it was explained that there was a lot of work being done with services to improve data quality and to be proactive in ensuring they enter information in the right way. Workshops and training sessions were being held along with regular meetings with senior management teams.

The Chairman remarked how the right data can help support and direct organisations. An example of this was given by the Head of Performance relating to where schools often struggle with their data input, which in turn has impacted on the number of children becoming eligible for free school meals. Therefore, it was noted the service was proactively working with Headteachers on such matters.

On the final recommendation around performance innovation, the Head of Business Performance noted that the Council was a little behind the curve in terms of the performance tools that were being deployed, but that he had taken a paper to Corporate Management Team on options to further develop technology in this area, in conjunction with the ICT Department.

The Chairman thanked the Head of Business Performance for attending.

**RESOLVED:**

**That the Committee noted the progress made and the work that was outstanding.**

62.	<p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 7</i>)</p> <p>The Senior Democratic Services Manager outlined the items under the Committee’s remit on the Cabinet Forward Plan over the coming months, along with an additional item added on a HR agency contract in recent days.</p> <p><b>RESOLVED:</b></p> <p><b>That the Finance and Corporate Services Select Committee noted and commented on items going to Cabinet.</b></p>
63.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 8</i>)</p> <p>On the Committee’s work programme, forthcoming information items were noted including on the new Members’ Enquiry system, Contact Centre and HR digitalisation.</p> <p>The Chairman noted that the next meeting would encompass the final witness session on the procurement review, which he hoped would be forward-thinking and an opportunity for the service to tell the Committee what they would like to do, in order to submit findings to Cabinet.</p> <p>In respect of other topics to consider at future meetings, the Chairman put forward the proposal for an item on transformation and change management and how staff have taken to change. It was advised this would perhaps best first encompass the Council’s learning and development service and how the Council invests in its staff and the skills they receive.</p> <p>A Councillor suggested the Committee received an item on Treasury Management, so Councillors could gain a better understanding of the task that the finance team undertake in this regard, along with an item on the Business Improvement and Delivery Team and how they work in the delivery of the savings targets which are reported to Cabinet monthly.</p> <p>Finally, the Chairman remarked about how committee members may wish to think about the areas they would wish to see performance indicators on, to perhaps delve into them in more detail and report back to the committee, once the new reporting regime was established.</p> <p><b>RESOLVED:</b></p> <p><b>That the Finance and Corporate Services Select Committee considered the Work Programme and agreed to include the following as future information items:</b></p> <ol style="list-style-type: none"> <li><b>1. Staff skills, learning and development;</b></li> <li><b>2. BID transformation work to deliver savings;</b></li> <li><b>3. Treasury Management.</b></li> </ol>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.18 pm.</p>

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These are the minutes of the above meeting. For more information on any of the resolutions please contact Mark Braddock on [mbraddock@hillingdon.gov.uk](mailto:mbraddock@hillingdon.gov.uk). Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## Update on the New Members' Enquiries Process

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Ian Anderson - Business Manager, Complaints and Enquiries
<b>Papers with report</b>	None
<b>Ward</b>	All

### HEADLINES

To provide the Committee with an update on the first three months use of the Members Portal for Members Enquiries (MEs) and Service Requests (SRs).

### RECOMMENDATIONS:

That the Committee note the contents of the report and provide any comments to officers as appropriate.

### Implications on related Council policies

A key role of Select Committees is to monitor the performance of Council services within their remit. Select Committees may also 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

This report seeks to provide an update.

### Financial Implications

There are no direct financial implications associated with this report.

### Legal Implications

None

### BACKGROUND PAPERS

Please see Appendix A.

## APPENDIX A

### BACKGROUND INFORMATION.

1. On Thursday 17 November 2022, the full Council ratified changes to the Councils Constitution requiring all Elected Members, as of 1 January 2023, to submit their Members Enquiries and Service Requests through a Members Portal, provided by GOSS, to support automation of the Members Enquiry process.
2. In addition to this new Portal, clear definitions of a 'Member Enquiry' and 'Service Request' were introduced. This distinction supported further automation for Elected Member Service Requests, as it enabled the use of resident-facing 'Report It' forms by Elected Members to submit Service Requests directly to responsible service areas, thereby negating the need for manual triage.
3. Definition of a Members Enquiry is *'A clear question has been asked that requires investigation by Council Officers, or the supply of information from a Council department'*
4. Definition of a Service Request is *'A request for a one-off action to be taken, that requires action by an Officer and not investigative activities or supply of information'*

#### ***Historic Members Enquiries process***

5. Prior to the implementation of the Members' Portal, Elected Members were required to submit enquiries and requests via email. However, such a process was inefficient, both for Officers (management of unstructured communications, lengthy email chains which had to be manually tracked, manual logging and creation of reference numbers, delays caused by manual triage) and Elected Members (unstructured communications prompting follow-up clarification questions, manual tracking of due dates and breaches, complex email chains).

#### ***New Members Enquiries process***

6. The Members' Portal has gone some way to addressing these issues. For Officers, all Member Enquiries are now funnelled through the Officer-facing 'Staff Portal', a case management system to oversee the receipt, management and response to Elected Member enquiries and Service Requests.
7. For Elected Members, they now have a dedicated digital space to:
  - Submit Member Enquiries and Service Requests ("Submit a Member Enquiry"/ "Submit a Service Request")
  - Respond to clarification questions and Officer queries ("Outstanding questions")
  - Track breached cases and request action ("Breached cases")
  - View performance responses ("My Member Enquiry Dashboard" / "My Service Requests and Enquiries Dashboard")
8. In terms of general benefits, Elected Members are now required to use a structured form to submit Member Enquiries and Service Requests. This ensures that the required

information is collected at the point of submission, foregoing email exchanges to capture required information, creating an overall more efficient process for resolution. Elected Members also receive a reference number as soon as an enquiry or request is submitted, negating the need and waiting time for Member Liaison Officers to manually create such identifier.

9. In terms of dashboards and reporting, Elected Members also have access to dashboard and high-level data tables on open and closed Member Enquiries, dynamic charts which can be manipulated by Elected Members to focus on enquiries by type e.g.: Adult Social Care, Parking Services etc. in addition to access to tracking information and case details.
10. However, it should also be noted that continual development and improvement of the Members Portal is ongoing as part of an iterative improvement process. Improvements to the Elected Member experience made to date can be found in table four, with planned improvements details in table five of this paper, respectively.

## FAMILIARISATION SESSIONS

### *Elected Members*

11. Officers followed a ‘familiarisation-then-integration’ approach to support Elected Members to use the Members Portal. Prior to being given access to the Members Portal, each Elected Member was invited to a presentation to explain the rationale for change, the new definitions for ‘Members Enquiries’ and ‘Service Requests’ and to outline the benefits to Members of using the Portal. This was in addition to a demonstration of the Portal, concluding with a questions and answers section.
12. Prior to integration, Elected Members were phased into multiple waves or groups. However, to familiarise Elected Members, Officers also completed additional sessions to support the efficient integration of Elected Members, including events specifically for Elected Members involved in testing (‘testers’) and additional sessions for Elected Members who were unable to attend scheduled sessions (table one).

**TABLE ONE:** Overview of completed and planned familiarisation sessions for Elected Members

<b>Familiarisation session</b>	<b>Date</b>	<b>Elected Members involved</b>	<b>Actual go-live</b>
Group 1 - Cabinet	22 <sup>nd</sup> November	7	30 <sup>th</sup> November
Tester events (4)	Varied	6	30 <sup>th</sup> November
Group 2	1 <sup>st</sup> December	12	7 <sup>th</sup> December
Group 3	7 <sup>th</sup> December	5	
Additional session 1	12 <sup>th</sup> December	4	13 <sup>th</sup> December
Group 4	14 <sup>th</sup> December	6	21 <sup>st</sup> December
Additional session 2	15 <sup>th</sup> December	1	21 <sup>st</sup> December

Additional session 3	29 <sup>th</sup> December	5	29 <sup>th</sup> December
Additional session 4	3 <sup>rd</sup> January	3	1 <sup>st</sup> January
One-to-one sessions	Various	4	
<b>TOTAL</b>		<b>53</b>	

13. Further to this, additional optional ‘refresher’ sessions were held (table two) to support Elected Members and provide an opportunity to discuss any queries or concerns they were having. All elected Members were invited to attend a session of their choosing (table two).

**TABLE TWO:** Overview of completed and planned ‘Drop In’ sessions for Elected Members

<b>Familiarisation session</b>	<b>Date</b>	<b>Elected Members in attendance</b>
Session 1	Monday 20 <sup>th</sup> March 2-3pm (virtual)	5
Session 2	Monday 20 <sup>th</sup> March 7-8pm (virtual)	0
Session 3	Tuesday 21 <sup>st</sup> March – 2-3pm (face-to-face)	8
Session 4	Tuesday 21 <sup>st</sup> March – 6-7pm (face-to-face)	2
Session 5	Thursday 23 <sup>rd</sup> March – 2-3pm (virtual)	3
Session 6	Thursday 23 <sup>rd</sup> March – 7-8pm (virtual)	3
Session 7	Tuesday 11 <sup>th</sup> April – 2-3pm (virtual)	TBC
Session 8	Tuesday 11 <sup>th</sup> April – 7-8pm (virtual)	TBC

14. Elected Members were also given access to training and familiarisation materials (user guides and instructional videos), accessible via a dedicated ‘Members Portal’ page on the ‘Democracy’ section of the Council’s intranet and will continue to receive support from Officers to ensure ongoing use of the Portal.

### **Officers**

15. Officers also completed familiarisation training sessions (table three) and additional 1-2-1 and group sessions for PAs on request were given. In addition, officers were provided with written user guides and instructional videos, accessible via a dedicated ‘Staff Portal’ page on the ‘Tools and Systems’ section of the Council’s intranet. Support continues to be provided by the Members Liaison Officers on request.



**TABLE THREE:** Overview of completed familiarisation training sessions for Officers

<b>Familiarisation session</b>	<b>Date</b>	<b>Actual go-live</b>
Session 1	Tuesday 8 <sup>th</sup> November 2022 – 11-12	29 <sup>th</sup> November 2022
Session 2	Thursday 10 <sup>th</sup> November – 2-3	
Session 3	Thursday 17 <sup>th</sup> November – 11-12	
Session 4	Thursday 17 <sup>th</sup> November – 2-3	

### **STATISTICS AND MEMBERS' PORTAL UPTAKE**

16. To date, all 53 Elected Members (and in addition enquiries from Members of Parliament) have submitted 1,349 Member Enquiries and 1,023 Service Requests between 17 November 2022 and 3 April 2023.
17. By way of comparison, between 17 November 2021 and 3 April 2022, 3,169 Members Enquiries were submitted for this period. More Members Enquiries were raised during this period as no distinction was made between a Members Enquiry and a Service Request at that point in time.

#### ***Members Enquiries***

18. The highest number of Member Enquiries have been submitted under the Housing category (329), Waste (114), Planning (102), Anti-Social Behaviour (88) and Green Spaces (80). Relatively low numbers of enquiries have been for Council Tax (23), Housing Benefit (12), Education (10), Corporate Finance (6) and Transportation (3).
19. Of the 1,349 Member Enquiries raised, 1,127 have been raised by Councillors and 222 enquiries have been raised by 9 different Members of Parliament, which includes 6 out of Borough MP enquiries. Although MPs do not have access to GOSS, the Members Enquiry team uploads enquiries to the Portal on their behalf, negating the need to manage MP enquiries off-platform via email.

#### ***Service Requests***

20. To date, 1,023 service requests have been raised using the Portal.

#### ***Response time***

21. Of the 1,349 Member Enquiries submitted between 17 November 2022 and 3 April 2023, 1,214 of these have been responded to. Of the 1,214 closed enquiries 1,032 were closed within the 10 working days target (85%) and 182 breached (15%).

## YOU SAID, WE DID

22. As referenced above, several Elected Members were involved in the testing of the Members Portal prior to its launch. As part of this, the project team created a “you said, we did” to demonstrate the impact of Elected Member feedback on its final design.
23. The below table (table four) outlines such revisions and denotes when they were introduced (prior to Members Portal launch or post Members Portal launch).

**TABLE FOUR:** Overview of the “you said, we did” amendments made to the Members Portal and/or supporting processes, prior- to or post-launch

Point of implementation	You said...	...we did
Prior to Members Portal Launch	There are instances when I won't have all the constituent's details, but the form is making them 'mandatory' can this be changed?	<b>This has been changed.</b> Member now asked to provide phone number and/or email address. Address no longer mandatory.
Prior to Members Portal Launch	There are instances when an enquiry is about a place or asset (school, park, pub) rather than an individual. The form doesn't allow me to raise such an enquiry	<b>This has been changed.</b> Option now added for the Member to 'Enter location details' when the enquiry is about a location or asset, rather than on behalf of constituent or policy area.
Prior to Members Portal Launch	The subject title field is too short	<b>This has been changed.</b> Increased from 50 to 65 characters
Prior to Members Portal Launch	There are too many clicks on the user journey	<b>This has been optimised.</b> Introduced use of radio buttons to navigate through different scenarios, rather than opting-out on a page-by-page basis.
Prior to Members Portal Launch	Members search and refer to enquiries with 'words' and not reference numbers. The portal doesn't support this	<b>This has been introduced.</b> Development work undertaken with the supplier to ensure Subject Enquiry Titles are displayed at all possible locations in

Point of implementation	You said...	...we did
		the Member Portal, searchable using the 'CTRL+F' function on a keyboard.
Prior to Members Portal Launch	We need the ability to add more attachments. Three (3) isn't enough	<b>This has been changed.</b> Increased from 3 to 7, with the ability to add more with the support of the Member Enquiry team.
Prior to Members Portal Launch	We need to be able to access the Portal quickly and easily. I can't see how accessing it will be easy	<b>This has been introduced.</b> Single Sign On introduced for all Elected Members and Officers. Portal link included on the intranet, with support given to bookmark the Members Portal on your device.
Prior to Members Portal Launch	Enquiry types (Social Care, Tech Admin etc.) aren't clear and more need to be added	<b>This has been changed.</b> Terms used for enquiry types were re-worded for user ease rather than reporting requirements. New types such as 'Education' introduced.
Prior to Members Portal Launch	We need to be able to identify issues and follow-up on enquiries quickly and easily. We use Outlook to schedule reminders and Excel to track. We need enquiries which are breached to be easily identifiable.	<b>This has been introduced.</b> Following Elected Member testing, new tiles introduced for responding to outstanding questions, easy reference for breached cases, and dashboards for Member Enquiries and Service Requests.
Post Members Portal Launch	Elected Members need a copy of the final response(s) to Member Enquiries to be added to the case history	A copy of the response(s) is now available in the 'case history' of each Member Enquiry. This is viewable in the Elected Members dashboard.
Post Members Portal Launch	Elected Members being shown an error message on the google map overview when submitting a service request for	Resolved. Configuration settings updated on the affected service request forms by ICT.

Point of implementation	You said...	...we did
	some (affected some ASBET and the 'Street Furniture and Road Markings' forms)	
Post Members Portal Launch	Requirement to facilitate the submission of service requests for ASBET which do not meet the threshold of an ASBET Member Enquiry	Additional service request forms for "ASBET – Noise" added to the Members Portal for use.
Post Members Portal Launch	Insufficient options available to Elected Members when determining 'type of enquiry' for a Member Enquiry	Additional options of 'Highways', 'Parking Services' and 'Transportation' added. These are also reflected in the Members Enquiries dashboard.
Post Members Portal Launch	The reference number and enquiry title were not included in 'formal response' emails received by Elected Members	All final responses submitted by Officers through now include the Member Enquiry reference number and enquiry title as standard.  TO NOTE: this required a product upgrade.

24. In addition to those issues already addressed, several issues have also been raised which have been shortlisted for future development (table five).

**TABLE FIVE:** Overview of issues raised that have been shortlisted for future development to the Members Portal and/or supporting processes

Issue raised	Solution approach
Elected Members do not have sufficient time to review and respond to a Member Enquiry response before it is closed.	The previous Members Enquiry approach was to close an ME on response and if there was a follow up email, the Members Enquiry Team would log it as another Members Enquiry and link the earlier Members Enquiry. However, we have been working with colleagues in ICT and GOSS and are currently implementing a review period following the response to allow Councillors time to respond before an enquiry is closed. A communication will be sent to all Councillors during April to explain how this change in process will work.
Elected Members needed a clearer process for ASBET related enquiries.	In conjunction with ASBET, an analysis of incoming ASBET Member Enquiries/Service Requests has been completed. It shows that the vast majority of ASBET enquiries meet the definition of a service request. This will help to streamline the process and address the concerns raised by Councillors to ensure the efficient handling of ASBET enquiries.
Elected Members have reported being unable to upload images to certain service request forms. This specifically related to the 'street lighting' form	Depending on the enquiry type it is not always operationally necessary to have an image to action the request. This also lessens the demand on the Elected Member to take and upload images prior to submitting a service request. The ability to upload an image has been added to the street lighting form. The Service Requests forms are currently being reviewed and on receipt of feedback there will be a further review of where it will be beneficial to have image functionality available to assist with resolving the enquiry.
Sharing option for Elected Members – applies to Member Enquiries only	<p>The legal advice we have received is that a Councillor will have implied consent of the resident to retain, disclose the resident's data to the Council and also receive personal data from the Council. Councillors representing an individual who has made a complaint will, in most cases, be able to rely on the Data Protection (Processing of Sensitive Personal Data) (elected Representatives) Order 2002 and exemptions under Schedule 1 of Data Protection Act 2018, when processing special category data (such as the health data of the resident).</p> <p>This means Councillors are not ordinarily required to obtain express written consent but that implied consent has been given to share information with their local Ward Councillor and</p>

	<p><b>not</b> to Councillors outside their Ward. Officers have checked and the functionality exists within the Members Portal but it has not been tested internally to ensure technical needs are met. Once this has been tested Officers will advise Councillors on how it will operate. This is under development.</p>
<p>In complex cases, it can sometimes involve two or more services but the Members Portal does not allow Councillors to raise two or more linked issues in one Members Enquiry.</p>	<p>The Members Portal will allow a number of linked issues to be raised by Councillors in one Members Enquiry. Officers from the Members Enquiry team will triage all the issues to the relevant teams/services to investigate and either one person will be tasked to provide a single response to all the points raised or you will receive separate responses to each point from different officers.</p>
<p>Elected Members were only able to submit enquiries with a maximum length of 2000 characters.</p>	<p>The 'Details of Enquiry' field has now been increased to a maximum 4000 characters. This is the equivalent of approximately two sides of A4 in size 12 arial font. If an Elected Members enquiry exceeds this limit, a red advisory message will be shown.</p>

## FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Latest Forward Plan
<b>Ward</b>	As shown on the Forward Plan

### HEADLINES

To monitor the Cabinet's latest Forward Plan which sets out key decisions and other decisions to be taken by the Cabinet collectively and Cabinet Members individually over the coming year. The report sets out the actions available to the Committee.

### RECOMMENDATION

**That the Finance and Corporate Services Select Committee notes the Cabinet Forward Plan.**

### SUPPORTING INFORMATION

The Cabinet Forward Plan is published monthly, usually around the first or second week of each month. It is a rolling document giving the required public notice of future key decisions to be taken. Should a later edition of the Forward Plan be published after this agenda has been circulated, Democratic Services will update the Committee on any new items or changes at the meeting.

As part of its Terms of Reference, each Select Committee should consider the Forward Plan and, if it deems necessary, comment as appropriate to the decision-maker on the items listed which relate to services within its remit. For reference, the Forward Plan helpfully details which Select Committee's remit covers the relevant future decision item listed.

The Select Committee's monitoring role of the Forward Plan can be undertaken in a variety of ways, including both pre-decision and post-decision scrutiny of the items listed. The provision of advance information on future items listed (potentially also draft reports) to the Committee in advance will often depend upon a variety of factors including timing or feasibility, and ultimately any such request would rest with the relevant Cabinet Member to decide. However, the 2019 Protocol on Overview & Scrutiny and Cabinet Relations (part of the Hillingdon Constitution) does provide guidance to Cabinet Members to:

- Actively support the provision of relevant Council information and other requests from the Committee as part of their work programme;
- Where feasible, provide opportunities for committees to provide their input on forthcoming executive reports as set out in the Forward Plan to enable wider pre-decision scrutiny (in addition to those statutorily required to come before committees, *i.e. policy framework documents – see para. below*).

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals

after publication. These are automatically scheduled in advance to multi-year work programmes.



Therefore, in general, the Committee may consider the following actions on specific items listed on the Forward Plan:

	<b>Committee action</b>	<b>When</b>	<b>How</b>
1	<b>To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide its influence and views on a particular matter within the formal report to the Cabinet or Cabinet Member before the decision is made.</p> <p>This would usually be where the Committee has previously considered a draft report or the topic in detail, or where it considers it has sufficient information already to provide relevant comments to the decision-maker.</p>	<p>These would go within the standard section in every Cabinet or Cabinet Member report called "Select Committee comments".</p> <p>The Cabinet or Cabinet Member would then consider these as part of any decision they make.</p>
2	<b>To request further information on future reports listed under its remit.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to discover more about a matter within its remit that is listed on the Forward Plan.</p> <p>Whilst such advance information can be requested from officers, the Committee should note that information may or may not be available in advance due to various factors, including timescales or the status of the drafting of the report itself and the formulation of final recommendation(s). Ultimately, the provision of any information in advance would be a matter for the Cabinet Member to decide.</p>	<p>This would be considered at a subsequent Select Committee meeting. Alternatively, information could be circulated outside the meeting if reporting timescales require this.</p> <p>Upon the provision of any information, the Select Committee may then decide to provide specific comments (as per 1 above).</p>
3	<b>To request the Cabinet Member considers providing a draft of the report, if feasible, for the Select Committee to consider prior to it being considered formally for decision.</b>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide an early steer or help shape a future report to Cabinet, e.g., on a policy matter.</p> <p>Whilst not the default position, Select Committees do occasionally receive draft versions of Cabinet reports prior to their formal consideration. The provision of such draft reports in advance may depend upon different factors, e.g., the timings required for that decision. Ultimately any request to see a draft report early would need the approval of the relevant Cabinet Member.</p>	<p>Democratic Services would contact the relevant Cabinet Member and Officer upon any such request.</p> <p>If agreed, the draft report would be considered at a subsequent Select Committee meeting to provide views and feedback to officers before they finalise it for the Cabinet or Cabinet Member. An opportunity to provide specific comments (as per 1 above) is also possible.</p>
4	<b>To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting</b>	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny 'call-in' power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>

## BACKGROUND PAPERS

- [Protocol on Overview & Scrutiny and Cabinet relations adopted by Council 12 September 2019](#)
- [Scrutiny Call-in App](#)

# Upcoming Decisions

Further details

Ref

Ward(s)

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

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

116	<b>Extension of Temporary Resources Neutral Vendor Contract</b>	The report to Cabinet will request approval for a one year contract extension to be awarded to the incumbent supplier Matrix SCM Ltd for continuation of recruitment services for Technical, Professional, Administrative and Unqualified Care temporary agency workers, supporting the essential frontline services to residents.	N/A		Cllr Douglas Mills - Corporate Services	Finance & Corporate	C / R - Fiona Irvine / Suzie Horn & Trudie Eldriny			Private (3)
104	<b>Provision of Supply, Fitting and Service of Tyres for Fleet</b>	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.	N/A		Cllr Jonathan Bianco - Property, Highways & Transport	Finance & Corporate	R - Steve Gunter, Trudie Eldriny			Private (3)
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
Page 2 of 2	<b>Monthly Council Budget - monitoring report</b>	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	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	C - Democratic Services	Various		Public

## Cabinet Member Decisions expected - April 2023

120	<b>Sponsorship Policy</b>	The Cabinet Member will consider a proposed Sponsorship Policy for approval will provide processes and formal governance where the Council wishes to engage sponsors to support Council projects (e.g. Christmas Lighting schemes).	All		Cllr Martin Goddard	Finance & Corporate Services	R - Matthew Kelly, Procurement		Def	Public
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public

## Cabinet meeting - Thursday 25 May 2023 (report deadline 5 May)

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

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	C - Democratic Services	Various		Public

**Cabinet meeting - Thursday 22 June 2023 (report deadline 5 June)**

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	C - 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	C - 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		C - Democratic Services	Various		Public
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**Cabinet meeting - Thursday 27 July 2023 (report deadline 10 July)**

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	C - 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	C - 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		C - Democratic Services	Various		Public
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**AUGUST 2023 - NO CABINET MEETING**

## Upcoming Decisions

## Further details

Ref

Ward(s)

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

SI	<b>Interim or urgent executive decision-making by the Leader of the Council</b>	As there is no Cabinet meeting in August, the Leader of the Council may take interim or urgent key decisions, and if so required, on behalf of the full Cabinet. These will be reported to Cabinet at a later date for ratification and public record.	Various		Cllr Ian Edwards - Leader of the Council	TBC	C - Democratic Services	Various		Public / Private - TBD
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public

### Cabinet meeting - Thursday 14 September 2023 (report deadline 25 August)

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

### Cabinet Member Decisions expected - September 2023

SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public
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### Cabinet meeting - Thursday 12 October 2023 (report deadline 25 September)

097	<b>Consideration of setting a licensed deficit budget in 2023/24 for certain schools in the Borough</b>	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 - Coral Miller			Private (3)
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			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 C = Central Services R = Resources CS= Children's Services

**Cabinet Member Decisions expected - October 2023**

SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public
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**Cabinet meeting - Thursday 9 November 2023 (report deadline 23 October)**

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

**Cabinet Member Decisions expected - November 2023**

SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public
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**Cabinet meeting - Thursday 14 December 2023 (report deadline 27 November)**

110a	<b>The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK)</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2023/24 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	Proposed Full Council adoption - February 2024	Cllr Martin Goddard - Finance	All	R - Andy Evans	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	C - Democratic Services	TBC		Public

**Cabinet Member Decisions expected - December 2023**

**Upcoming Decisions** Further details

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public
<b>Cabinet meeting - Thursday 4 January 2024 (report deadline 11 December 2023)</b>										
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	C - Democratic Services	TBC		Public
<b>Cabinet Member Decisions expected - January 2024</b>										
SI	<b>Standard Items taken each month by the Cabinet Member</b>	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	C - Democratic Services	Various		Public
<b>CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month</b>										
SI	<b>Urgent Cabinet-level decisions &amp; interim decision-making (including emergency decisions)</b>	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	C - Democratic Services	TBC		Public / Private
SI	<b>Ward Budget Initiative</b>	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

# Upcoming Decisions

## Further details

Ref

Ward(s)

				Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
SI	<b>Release of Capital Funds</b>	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
SI	<b>Petitions about matters under the control of the Cabinet</b>	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	C - Democratic Services			Public
SI	<b>To approve debt / write offs</b>	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Martin Goddard - Finance	Finance & Corporate Services	various			Private (1,2,3)
SI	<b>To approve compensation payments</b>	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	various			Private (1,2,3)
SI	<b>Acceptance of Tenders</b>	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	<b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>	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	<b>External funding bids</b>	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	<b>Appeals in relation to business rates (NNDR)</b>	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Iain Watters			Private (1,2,3)

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# Upcoming Decisions

## Further details

Ref

Ward(s)

			Final decision by Full Council	Cabinet Member(s) Responsible	Relevant Select Committee	Directorate / Lead Officer	Consultation related to the decision	NEW ITEM	Public or Private (with reason)
SI	<b>Response to key consultations that may impact upon the Borough</b>	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC	All	TBC	various			Public

SI = Standard Item each month Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services

Published March 2023 - The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

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## FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - WORK PROGRAMME

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services Officer
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	All

### HEADLINES

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

### RECOMMENDATIONS

That the Finance and Corporate Services Select Committee considers the Work Programme report and agrees any amendments.

### SUPPORTING INFORMATION

The Committee's meetings will start at 7pm and the witnesses attending each of the meetings may include 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	TBC
18 July 2023	TBC
6 September 2023	TBC
19 October 2023	TBC
22 November 2023	TBC
11 January 2024	TBC
8 February 2024	TBC
5 March 2024	TBC
17 April 2024	TBC

### Implications on related Council policies

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

### How this report benefits Hillingdon residents

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

**Financial Implications**

None at this stage.

**Legal Implications**

None at this stage.

**BACKGROUND PAPERS**

Nil.



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