



HILLINGDON
LONDON



Finance and Corporate Services Select Committee

Councillors on the Committee

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

Date: TUESDAY, 18 JULY 2023

Time: 7.00 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE

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

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information.**

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This Agenda is available online at:

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

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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 - 4
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Digitalisation of the Contact Centre 5 - 8
- 6 Digitalisation of the Council's Human Resources Function 9 - 14
- 7 Cabinet Forward Plan 15 - 24
- 8 Work Programme 25 - 28

Minutes

FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

21 June 2023



Meeting held at Committee Room 5 - Civic Centre

| | |
|----|--|
| | <p>Committee Members Present: Councillors John Riley (Chairman), Wayne Bridges (Vice-Chairman), Kaushik Banerjee, Narinder Garg, Gursharan Mand and Stuart Mathers (Opposition Lead)</p> <p>LBH Officers Present: Steve Clarke (Democratic Services Officer) Rebecca Reid (Democratic Services Apprentice)</p> |
| 3. | <p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence but it was noted that Councillor Bhatt was not present.</p> |
| 4. | <p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>There were no declarations of interest.</p> |
| 5. | <p>MINUTES OF THE PREVIOUS MEETING ON 19 APRIL 2023 (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes of the meeting dated 19 April 2023 be approved as an accurate record.</p> |
| 6. | <p>MINUTES OF THE MEETING ON 11 MAY 2023 (AGM) (<i>Agenda Item 4</i>)</p> <p>RESOLVED: That the minutes of the meeting dated 11 May 2023 be approved as an accurate record.</p> |
| 7. | <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 5</i>)</p> <p>It was confirmed that all items of business were marked as Part I and would therefore be considered in public.</p> |
| 8. | <p>SELECT COMMITTEE REVIEW FINDINGS: "PROCUREMENT WITHIN HILLINGDON: SECURING VALUE FOR OUR RESIDENTS" (<i>Agenda Item 6</i>)</p> <p>The Chairman introduced the report and highlighted the importance of the review regarding its impact on residents and businesses, the Committee were grateful to the officers and stakeholders for the evidence and testimony throughout the review. Members attention was drawn to the suggested areas for recommendations arising from the review provided by the Director of Procurement and Commissioning at the</p> |

Committee's previous meeting. Additionally, the Chairman had drafted a number of possible recommendations which the Committee discussed.

Firstly, in an effort to increase ease of internal transparency, Members felt that there should be established a 'Register of Contracts' for sight of Directors, managers, Cabinet Members and Committee Chairmen. That all contracts over a certain value, the value to be determined by Procurement Officers, were to be placed onto a matrix with the name of the contract, its value, who the contract was with, its construct, for example one off or rolling, and the contracts start and termination date so that relevant officers, Cabinet Members and Chairmen could see at a glance the scope and nature of the contacts in their work and portfolio areas. Additionally, the same personal should understand the volume of contracts that the Council runs. It was deemed that this would make for a better decision-making tool for all concerned. The Committee commented that this would be useful for the Council's Bid Team in terms of seeing symmetry among contracts across the Council. To that end the Committee were minded to include a recommendation that there should be established and created a master contract list for ease of sight and knowledge.

The Committee discussed the potential parameters of the 'Register of Contracts' suggesting that data within the register could show how many contracts were with local or regional suppliers. Any change in the breadth and use of local suppliers could then be easily visualised.

A further suggestion for a possible recommendation to take forward was that there be established and imbedded within the Council a culture of Framework Agreements. It was felt that this would relieve the Procurement team from initiating multiple contracting and tendering exercises for similar works. The Committee suggested that for example within the Capital Programme, where there were multiple works to be done, a framework of up to 5 trusted companies could be sought and assessed, and invites to a few chosen companies would establish a framework of trusted contractors who could be approached for works without the additional need of the initial due diligence and detail that came with the tendering process. It was also suggested that this programme of Framework Agreements could be refreshed roughly very five years. It was stated that this could bring significant benefits where there was a common requirement across multiple services such as enforcement. It was also highlighted that Members understood that the Procurement Team were the experts in the field and it was important that they were free to explore whether these initiatives would add value and not become too entrenched in detail.

The Committee were minded to ensure a recommendation in relation to the consolidation of contracts was included in their final review report. It was felt that decision makers, Cabinet Members and scrutiny committees, needed to have an understanding of repeat contracts, why they were repeated, and how they were reviewed and scrutinised; Especially long term and long-established contracting companies that the Committee felt should be reviewed to ensure value for money was being attained.

Members were in agreement with the Chairman's suggested recommendations and commented that they could coincide with the promotion of social values and meeting climate goals, in addition to the promotion of the use of local suppliers, whilst noting that value and quality came first. To that end, the Committee sought to explore an additional recommendation regarding engagement with the local business community to encourage local companies to engage with the tendering and procurement process.

| | |
|-----|---|
| | <p>This could result in a number of suggested scenarios including possibly an event inviting local suppliers, trade organisations, working groups and stakeholders with an eye to informing local businesses of how to bid for Council contracts; another suggestion included the dissemination of information and training on bid writing as the Committee noted that small businesses may be put off by the level of information required and complications of writing tenders. Members invited officers to explore the feasibility of such a recommendation.</p> <p>The Committee discussed the importance of ensuring that suppliers and contractors were actively endorsing and moving towards reducing their carbon emissions. The Committee felt that a question within each bid could pertain to the Council's efforts to move towards net zero carbon emissions. It was highlighted that tenders were reviewed on a 50% cost, 50% quality basis, and that perhaps the environmental aspect of a supplier could factor into the quality criteria. The Committee sought to request with the Procurement Team whether environmental factors could be built into the quality facet of reviewing tenders.</p> <p>Although not a suggestion for a formal recommendation, the Committee sought to include within their final report a comment regarding resourcing levels within Procurement and whether extra support may be needed in managing contracts.</p> <p>The Committee thanked officers for their input throughout the review and noted that they looked forward to finalising the Committee's report to be submitted to the Cabinet.</p> <p>RESOLVED: That the Finance and Corporate Services Select Committee discussed and considered possible conclusions, findings and draft recommendations in relation to their major scrutiny review into Procurement within Hillingdon.</p> |
| 9. | <p>CABINET FORWARD PLAN (<i>Agenda Item 7</i>)</p> <p>RESOLVED: That the Cabinet Forward Plan be noted.</p> |
| 10. | <p>WORK PROGRAMME (<i>Agenda Item 8</i>)</p> <p>Members discussed the Committee's work programme and noted the items coming forward to the next meeting in July. The Democratic Services Officer highlighted that, due to recent commitments regarding the Uxbridge and South Ruislip by-election, it was likely that the final draft report for the Committee's review into Procurement would slip to September's meeting.</p> <p>Members briefly discussed potential topics for the Committee's next major scrutiny review, which would be discussed in more detail at their following meeting. Some initial ideas pertained to the Transformation Programme, home working policies, and recruitment challenges since the Covid-19 pandemic.</p> <p>The Committee raised a number of suggestions for information reports to be added to the Work Programme when appropriate:</p> <ul style="list-style-type: none"> • Following, the by-election on 20 July 2023, that the Committee receive an information item on how the implementation of the requirement for voter identification was received. • That a high-level information item be added to the work programme regarding cyber security and the Council's activities undertaken to ensure IT systems |

| | |
|--|---|
| | <p>remain functional and secure.</p> <ul style="list-style-type: none"> • That an information item be added for the Committee to receive a report on the usage, successes and challenges of the residents' online 'MyAccount' service. <p>RESOLVED: That the Work Programme be noted and updated with the discussed amendments.</p> |
| | <p>The meeting, which commenced at 7.00 pm, closed at 8.09 pm.</p> |

These are the minutes of the above meeting. For more information on any of the resolutions please contact Democratic Services at democratic@hillingdon.gov.uk
 Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

Digitilisation of the Contact Centre

| | |
|---------------------------|---|
| Committee name | Finance and Corporate Services Select Committee |
| Officer reporting | Louise Forster / Dan Kennedy |
| Papers with report | NIL |
| Ward | All |

HEADLINES

Hillingdon's ambition for residents is to be a digital-enabled, modern, well-run Council. In May 2022, a review commenced of contacts and services being received into the contact centre across telephone and email channels. Following the review, and in support of the Council strategy, Hillingdon began implementing AWS (Amazon Web Service) voice automation at the front end of our direct dial golden numbers. This technology is supporting the use and rollout of the MyAccount portal for residents, which allows residents to register an enquiry, receive a response, and further information all in one place, accessible via the Council website. This is an easy to use, convenient way to contact the Council.

This report presents a high-level overview for the Select Committee with an evaluation of the financial impact, benefits and strategic advantages gained from utilising AWS services. The analysis considers both quantitative and qualitative factors to determine the overall impact of AWS on the residents contacting the Council by telephone, with a view to increase accessibility to services, improve operational efficiencies, reduce costs, and focus on the role of supporting our residents unable to use digital services.

RECOMMENDATIONS

That the Finance and Corporate Services Select Committee:

Notes the update set out in this report, to improve the resident experience and efficiency in meeting needs, using new digital technologies.

SUPPORTING INFORMATION

Hillingdon went live with AWS with the Housing repairs line in November 2022; Housing Tenancy and Environment (majority) and Waste followed in December 2022. In January 2023, the Access Team within the Contact Centre took the lead responsibility for the discovery, build and development of the AWS system for the remaining services. Previously support had been provided externally for this.

To date this team has implemented AWS for the HFC (Hillingdon First Card) scheme, Hillingdon Adult Social Care, Blue Badge / Freedom Pass / Telecare, Registrars and Electoral Services.

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Planning, Planning Enforcement, Building Control and School admissions went live on 7 and 8 June and the remainder of Environmental services on 30 June 2023. With all services accessed via the Contact Centre now accessible via AWS, a review of all call scripts and outputs is being undertaken and a plan is being implemented for continuous improvement.

Below is a table showing the volumes of telephone calls being received into the AWS system and how many are served through the automated system through the provision of either the information available on the Council's website or by providing a link to the appropriate form or reporting site, with the associated forms submitted being available through a resident MyAccount. The table also shows how many callers queued to speak to an agent.

| 2022 - 2023 | Calls incoming | Calls to agent | % Queued for an agent | Handled by AWS | % Handled by AWS |
|---------------|----------------|----------------|-----------------------|----------------|------------------|
| November | 12,849 | 4,772 | 37% | 8,077 | 63% |
| December | 24,818 | 10,655 | 43% | 14,163 | 57% |
| January | 30,108 | 15,560 | 52% | 14,548 | 48% |
| February | 24,705 | 13,406 | 54% | 11,299 | 46% |
| March | 30,630 | 16,780 | 55% | 13,850 | 45% |
| April | 29,524 | 15,999 | 54% | 13,525 | 46% |
| May | 33544 | 18867 | 56% | 14677 | 44% |
| June | 38217 | 21743 | 57% | 16474 | 43% |
| Totals | 224125 | 117282 | 52% | 106613 | 48% |

It should be noted that the first two months of implementation showed that there were a higher percentage of residents redialling the direct dial lines, as they got used to the change to the reporting process.

Officers anticipate that, the longer the system is in place and telephone contact is limited to those that need help and support or for those circumstances that are deemed appropriate for an agent to intervene, the higher the expected percentage of people being connected to an agent.

The Council has been focused on developing channels that provide more flexibility to residents to access services when they want them. Over the last year there has been significant work to integrate the MyAccount, online forms, telephone, web chat and email contacts within the end-to-end process by using AWS as an enabler by providing users with a link to either the appropriate form or information. This has led to a growth in self-service for transactional services. By the end of the first week of June 2023 Hillingdon has 132,826 self-service residents registered. These same users have reported / applied using self-service 195,898 times or 76% times through their MyAccount since it went live in June 2021.

Monthly monitoring for April, May and June of 2023/2024, across the telephone and email is showing that the Contact Centre saw a monthly reduction of 32%, 27% and 24% respectively.

This reduction has enabled the contact centre to reduce its establishment by 15.63 FTE (Full Time Equivalent) at the commencement of this budget year, a full year saving of £607,400.

RESIDENT BENEFIT

Residents benefit from greater accessibility (24/7) to services and a direct contact with the services allocated to their submission via their MyAccount. Also from identified and improved operational efficiencies on the end-to-end process, providing a transactional view and status updates, removing the need for residents needing to go to the expense and time to call the Council, and a decreasing call wait time for residents needing to speak to a Contact Centre agent. The Contact centre can reduce costs and focus on the role of supporting those residents unable to use digital services.

It should be noted that there are still some outstanding end-to-end processes that need to be completed in Housing Repairs, Adult Social Care and Waste with dry bags and Street Cleansing; these are on the ICT work programme. Once completed a resident will have full transparency to view the status of the request and will have direct access to the caseworker / officer.

These end-to-end processes will also positively reduce the activities the contact centre teams need to be involved in. Officers would look to reduce resource with a phased approach when each of these processes are fully implemented, reducing costs further.

FINANCIAL IMPLICATIONS

None directly from the recommendations set out in this report.

LEGAL IMPLICATIONS

Nil.

BACKGROUND PAPERS

Nil.

APPENDICES

Nil.

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Digitalisation of the Council's Human Resources Function

| | |
|---------------------------|---|
| Committee name | Finance and Corporate Services Select Committee |
| Officer reporting | Suzie Horn, Head of HR, Central Services |
| Papers with report | None |
| Ward | All |

HEADLINES

This report provides an overview of the Council's Human Resources (HR) Function and the work that is being undertaken to modernise and digitalise the HR Function, whilst upskilling and influencing behaviours of managers.

RECOMMENDATIONS

That the Finance and Corporate Services Select Committee notes the contents of the report and provides any comments to officers as appropriate.

SUPPORTING INFORMATION

New HR Operating Model

In 2022 the operating model of the HR team was restructured. Whilst there was little change with the L&D team and the HR Operations and Payroll team, there was significant change with the HR Advisory Team and Recruitment Team.

The skillset of Employee Relations (ER) and Recruitment are very different and in most businesses are acknowledged as such and therefore they are usually separate teams. Previously in the Council this was not the case. The restructure changed this, creating a recruitment team which had expertise in attraction and retention and a HR Business Partnering Team which had generalised HR expertise along with ER capabilities.

These changes ensure that managers have centres of expertise that they can go to for their varying employee needs.

Systems

There are opportunities to improve and develop the existing HR systems to support managers in their day-to-day work, through self-service activities and data analytics, as well as to deliver more efficient ways of working.

The L&D (Learning and Development) system will be going through an upgrade, part of which is

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to create an integration between Learning Pool (our Learning Management System) and Resource Link (our HR and Payroll System). Once implemented, user data will be maintained and updated automatically, while also generating new user accounts. Single Sign on will also be implemented, allowing Council employees to login with one click, removing the need to remember multiple passwords. ICT are currently working with Learning Pool to enable this update.

The refreshed system will also allow us greater ability to create programme learning paths specific to job families, enabling enhanced monitoring and reporting of compliance and programme completion. This enhanced function will enable Managers to monitor their team training activity and promote learning programmes to support their staff members' development.

Currently, L&D are reviewing all courses available to staff and managers to refresh and expand the offer of generic or specialist courses available to employees, to include programmes on offer and funded through the Apprenticeship Levy. Managers are being asked to provide identified training needs to L&D, as discussed during appraisal meetings, to support the creation of a Corporate Training Calendar.

The Applicant Tracking System (ATS) is currently Talent Link. This system does not interface with Resource Link. Again, this creates inefficiencies in processing new starters and does not provide a seamless process for candidates. The Council is reviewing options to address these issues.

Through Resource Link all modules which are available as part of the system enable the HR Operations and Payroll Team to be streamlined and remove inefficiencies. The aim is to enhance manager and employee self-service which removes the need for forms or emails to be sent to the HR Operations team and processed from there. This means the manager or employee will be able to update information or process a request instantaneously resulting in systems not being out of date. This does require a change in culture from employees and managers alike. For example, in March and April 2023 there were over 40 queries raised from employees regarding annual leave. All these queries needed to be responded to; however, over 90% of the queries could have been resolved through self-service.

These enhancements will also offer other, smaller benefits such as being able to send anniversary emails to employees on their work anniversaries, welcoming employees back from maternity leave, asking employees for feedback when they are leaving our employment and reminding managers of probation dates. Through maximising the capabilities of the system, it will drive efficiencies through the team allowing them to undertake value add activities around talent and development as well as providing officers with valuable HR data.

Recruitment

A fundamental part of LBH's People Strategy is recruitment. Whilst attrition is a steady figure of c.14% there is a need to recruit around 30 people per month for permanent, fixed term or casual contracts. There are several parts to the talent acquisition strategy that need to be developed over the coming 2 years. The timeframe is longer due to key system changes that need to happen first due to expiring contracts.

As mentioned above, Talent Link is not a suitable ATS system for the Council as it does not

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interface with Resource Link, which automatically creates inefficiencies. Due to the date of the expiry of the contract, this was renewed for 1 year. However, during that period a new ATS system will be identified and implemented that will interface with Resource Link.

For the future, the Council will be investing in the value-add recruitment strategies such as social work recruitment page, employee value proposition and more focus on talent attraction. In addition, in this time, a change of name for recruitment to talent acquisition modernises the team and brings the terminology in line with HR structures. Again, changing the terms to talent starts to change the value of our employees; they are talent in our organisation rather than recruitment.

HR Operations and Payroll

The HR Operations and Payroll team is particularly involved in maintaining systems. This team is also the front end of queries being raised by employees. In order for this team to have more capacity to do value-add activities, it is key that a reduction in queries from employees is achieved. This is happening through support and communications to change behaviour from both employees and managers, requiring them both to be more self-sufficient.

Efficiencies have already commenced with the move for all employees to access online payslips. Using our online employee self-service portal is saving money and time, as well as providing opportunities to promote company messages to employees.

In addition to this, the use of integrated systems will have a positive impact on volume of work for the team.

Equality, Diversity and Inclusion and Staff Wellbeing

Equality, diversity and inclusion (ED&I) are important considerations. As such, to not only have a workforce which is reflective of the many diverse communities in the Borough, but to remain competitive in the recruitment market and ensure that every employee feels valued, ED&I must be at the heart of people strategies.

The Council needs a comprehensive ED&I strategy with the aim of creating an inclusive culture to remain competitive. A culture where everyone feels that they belong, they can be themselves and the values of the Council are lived.

When employees feel that they belong, are heard and seen for who they are, they will be more engaged, perform better and are less likely to be absent from work¹. One way of doing this is by creating networks that provide safe spaces for staff from different groups to share their experiences of working for the Council and where they can also suggest ways we can be more inclusive in our policies and practices.

ED&I is also becoming more of a focus for funding applications and in assessment frameworks e.g. GLA for regeneration and in the new CQC assessment standards.

Research shows that inclusion is also critical to wellbeing. Employees in inclusive companies are three times more likely to be happy at work².

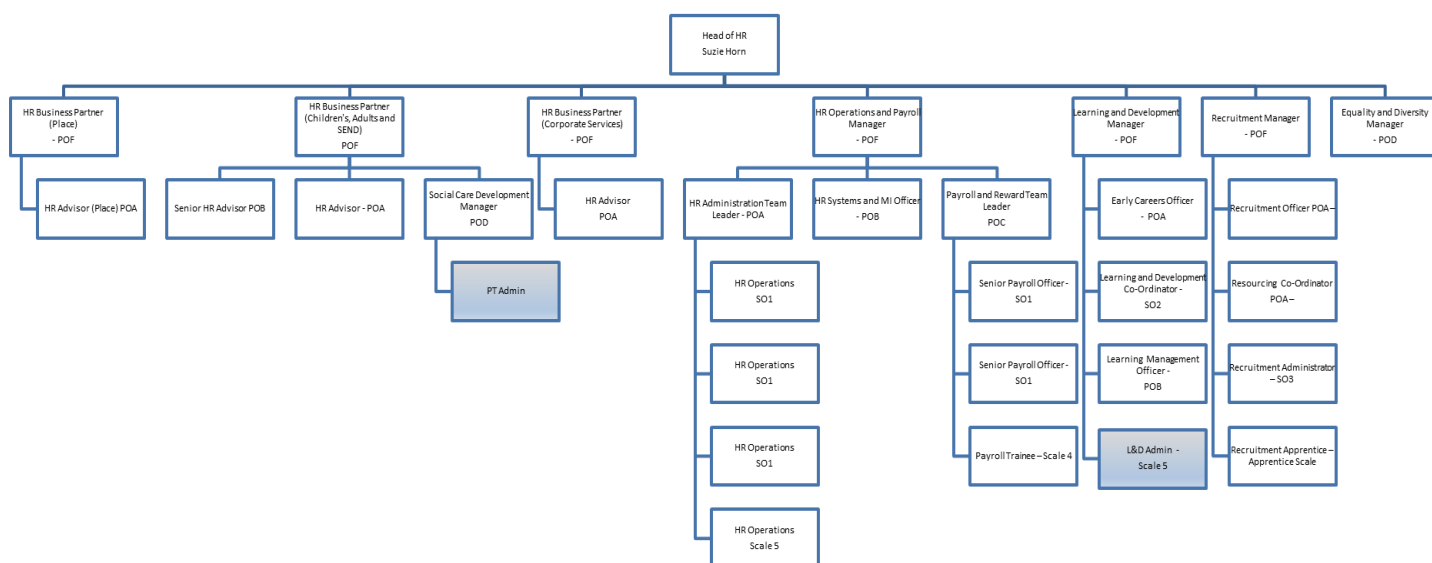
The Council has an extensive benefits and wellbeing offer including a Mental Health First Aider scheme that provides mental health support to staff, and free pain diagnostic sessions, as well as a comprehensive occupational health service and employee assistance programme. These initiatives demonstrate to staff and prospective applicants that the Council takes staff health and wellbeing seriously.

¹[The Value of Belonging at Work \(hbr.org\)](https://hbr.org)

²[Inclusive Cultures Have Healthier and Happier Workers | BCG](#)

PERFORMANCE DATA

HR Structure:



Shaded boxes represent vacant posts being recruited for.

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Annual Turnover data for 2022/23:

| Directorate | Headcount | TurnOver % | Service Length | | | | | | | |
|---------------------------|-------------|----------------|----------------|--------------|--------------|---------------|----------------|----------------|----------------|------------------|
| | | | >1 Year | 1 - >2 Year | 2 - >5 Years | 5 - >10 Years | 11 - >15 Years | 15 - >20 Years | 20 - >25 Years | 25 Years or Over |
| Adult Services and Health | 442 | 73 | 8 | 13 | 15 | 18 | 4 | 6 | 4 | 5 |
| | | 16.52% | 0.31% | 0.51% | 0.58% | 0.70% | 0.16% | 0.23% | 0.16% | 0.19% |
| Central Services | 384 | 56 | 5 | 9 | 12 | 11 | 5 | 5 | 6 | 3 |
| | | 14.58% | 0.19% | 0.35% | 0.47% | 0.43% | 0.19% | 0.19% | 0.23% | 0.12% |
| Children's Services | 329 | 51 | 5 | 8 | 23 | 10 | 2 | 3 | 0 | 0 |
| | | 15.50% | 0.19% | 0.31% | 0.90% | 0.39% | 0.08% | 0.12% | 0.00% | 0.00% |
| Education & SEND | 332 | 52 | 2 | 12 | 21 | 10 | 2 | 2 | 2 | 1 |
| | | 15.66% | 0.08% | 0.47% | 0.82% | 0.39% | 0.08% | 0.08% | 0.08% | 0.04% |
| Finance | 203 | 30 | 0 | 0 | 16 | 7 | 1 | 2 | 0 | 4 |
| | | 14.78% | 0.00% | 0.00% | 0.62% | 0.27% | 0.04% | 0.08% | 0.00% | 0.16% |
| Place | 885 | 117 | 5 | 17 | 37 | 20 | 23 | 6 | 5 | 4 |
| | | 13.22% | 0.19% | 0.66% | 1.44% | 0.78% | 0.90% | 0.23% | 0.19% | 0.16% |
| Grand Total | 2567 | 376 | 25 | 59 | 123 | 75 | 36 | 24 | 17 | 17 |
| | | 14.65 % | 0.97% | 2.30% | 4.79% | 2.92% | 1.40% | 0.93% | 0.66% | 0.66% |

Attrition levels for the last 12 months are in line with expectations. Whilst a high turnover can create issues, similarly low levels of turnover can also create issues. Ideally a focus for the coming year would be to address the attrition in the service lengths of 0 – 2 years to reduce this down.

RESIDENT BENEFIT

Residents will benefit from a digitised HR function as employees that they interact with will have capacity to interact with them. They will be engaged and therefore putting the resident first.

FINANCIAL IMPLICATIONS

None.

LEGAL IMPLICATIONS

None.

BACKGROUND PAPERS

Nil.

APPENDICES

None.

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FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - CABINET FORWARD PLAN

| | |
|---------------------------|---|
| Committee name | Finance and Corporate Services Select Committee |
| Officer reporting | Liz Penny, Democratic Services Officer |
| Papers with report | Appendix A – Latest Forward Plan |
| Ward | 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

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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:

| | Committee action | When | How |
|---|---|--|---|
| 1 | To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit. | <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 | To request further information on future reports listed under its remit. | <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 | 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. | <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 | To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting | <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

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/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services

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 |
|----|--|---|---------|--|-----|--|-------------------------|---------|--|--------|

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 | C - 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 | C - Democratic Services | Various | | Public |

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

| | | | | | | | | | | |
|-----|--|---|-----|--|---|------------------------------|-----------------------------------|--|--|-------------|
| 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 | C - Kevin Byrne | | | 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 | R - 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 | C - Democratic Services | | | 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/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services

| | | | | | | | | | | |
|----|---|--|-----|--|--------------------------------------|---|--------------------------------|-----|--|--------|
| 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 | C - 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 | C - Democratic Services | Various | | Public |
|----|--|---|---------|--|-----|-----|--------------------------------|---------|--|--------|

Cabinet meeting - Thursday 12 October 2023 (report deadline 25 September)

| | | | | | | | | | | |
|-----|---|--|-----|--|--|---|--------------------------------|--|--|-------------|
| 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 - Coral Miller | | | 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 | 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 and other key financial decisions required. | All | | Cllr Martin Goddard - Finance | Finance & Corporate Services | R - Andy Evans | | | Public |

Cabinet Member Decisions expected - October 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 | C - Democratic Services | Various | | Public |
|----|--|---|---------|--|-----|-----|--------------------------------|---------|--|--------|

Cabinet meeting - Thursday 9 November 2023 (report deadline 23 October)

| | | | | | | | | | | |
|----|--|--|-----|--|--------------------------------------|---|--------------------------------|-----|--|--------|
| 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 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 | C - Democratic Services | TBC | | Public |

Cabinet Member Decisions expected - November 2023

Upcoming Decisions

Further details

| Ref | 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/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services | | | | | | | | | | |
| 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 | C - Democratic Services | Various | | Public |
| Cabinet meeting - Thursday 14 December 2023 (report deadline 27 November) | | | | | | | | | | |
| 110a | The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK) | 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 - 22 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 | 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 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 | C - Democratic Services | TBC | | Public |
| Cabinet Member Decisions expected - December 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 | C - Democratic Services | Various | | Public |
| Cabinet meeting - Thursday 11 January 2024 (report deadline 11 December 2023) | | | | | | | | | | |
| 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 | Reports from Select Committees | 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 - January 2024 | | | | | | | | | | |
| 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 | C - Democratic Services | Various | | Public |
| Cabinet meeting - Thursday 15 February 2024 (report deadline 29 January) | | | | | | | | | | |

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/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services | | | | | | | | | | |
| 110a | The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK) | Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2024/25 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 - 22 February 2024 | Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance | All | R - Andy Evans | Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers | | Public |
| 045 | The Schools Budget 2024/25 | Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum. | All | | Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance | Finance & Corporate Services | R - Coral Miller | Schools Forum | | Public |
| SI | Public Preview of matters to be considered in private | A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda. | TBC | | All Cabinet Members | All | CS - Democratic Services | | | Public |
| SI | Monthly Council Budget - monitoring report | The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required. | All | | Cllr Martin Goddard - Finance | Finance & Corporate Services | R - Andy Evans | | | Public |
| SI | Reports from Select Committees | Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee. | All | | All | TBC | CS - Democratic Services | TBC | | Public |
| Cabinet Member Decisions expected - February 2024 | | | | | | | | | | |
| 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 - Thursday 21 March 2024 (report deadline 4 March) | | | | | | | | | | |
| 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. Cabinet will also consider the fees related to the summer activity offer for children. | 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 2024 | | | | | | | | | | |

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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 = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services | | | | | | | | | | |
| 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 - Thursday 18 April 2024 (report deadline 1 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 | 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. | Various | | All | TBC | C - Democratic Services | Various | | Public |
| Cabinet Member Decisions expected - April 2024 | | | | | | | | | | |
| 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 MEMBER DECISIONS: Standard Items (SI) that may be considered each month | | | | | | | | | | |
| SI | Urgent Cabinet-level decisions & interim decision-making (including emergency decisions) | The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting. | Various | | Cllr Ian Edwards - Leader of the Council | TBC | C - Democratic Services | TBC | | Public / Private |
| SI | Ward Budget Initiative | To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle. | All | | Cllr Douglas Mills - Corporate Services / Cllr Ian Edwards - Leader of the Council (if in Ruislip Manor ward) | Finance and Corporate Services | P - Helena Webster | Local consultation within the Ward undertaken by Ward Councillors | | Public |
| SI | Release of Capital Funds | The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members | TBC | | Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member) | All - TBC by decision made | various | Corporate Finance | | Public but some Private (1,2,3) |

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 | 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 | C - Democratic Services | | | Public |
| SI | To approve debt / write offs | To approve individual case of debt / write offs that are in excess of £5000 but under £50,000. | n/a | | Cllr Martin Goddard - Finance | Finance & Corporate Services | various | | | Private (1,2,3) |
| SI | To approve compensation payments | To approve compensation payments in relation to any complaint to the Council in excess of £1000. | n/a | | All | TBC | various | | | Private (1,2,3) |
| 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 - Iain Watters | | | 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 |

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

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FINANCE AND CORPORATE SERVICES SELECT COMMITTEE - WORK PROGRAMME

| | |
|---------------------------|---|
| Committee name | Finance and Corporate Services Select Committee |
| Officer reporting | Liz Penny, Democratic Services Officer |
| 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 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 |
|------------------|------|
| 21 June 2023 | CR5 |
| 18 July 2023 | CR5 |
| 6 September 2023 | CR5 |
| 19 October 2023 | CR5 |
| 22 November 2023 | CR6 |
| 11 January 2024 | CR5 |
| 8 February 2024 | CR6 |
| 5 March 2024 | CR5 |
| 17 April 2024 | CR5 |

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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