



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:** WEDNESDAY, 6  
SEPTEMBER 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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## 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 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Annual Complaints and Service Monitoring Update Report 7 - 40
- 6 Mid-Year Budget Update 41 - 48
- 7 Staff Skills, Learning and Development 49 - 54
- 8 Procurement Review - Recommendations (no report)
- 9 Policy Review Discussion and Guidance 55 - 64
- 10 Cabinet Forward Plan 65 - 74
- 11 Work Programme 75 - 78

## Minutes

### FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

18 July 2023



Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b>  Councillors John Riley (Chairman)  Wayne Bridges (Vice-Chairman)  Kaushik Banerjee  Kishan Bhatt  Narinder Garg  Stuart Mathers (Opposition Lead)  Raju Sansarpuri</p> <p><b>LBH Officers Present:</b>  Louise Forster (Head of Customer Access)  Suzie Horn (Head of HR)  Dan Kennedy (Corporate Director of Central Services)  Liz Penny (Democratic Services Officer)  Rebecca Reid (Democratic Services Apprentice)</p>
11.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>Apologies for absence were received from Councillor Gursharan Mand with Councillor Raju Sansarpuri substituting.</p>
12.	<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.</p>
13.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting dated 21 June 2023 be approved as an accurate record.</p>
14.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items of business were in Part I and would be considered in public.</p>
15.	<p><b>DIGITALISATION OF THE CONTACT CENTRE</b> (<i>Agenda Item 5</i>)</p> <p>Dan Kennedy, Corporate Director of Resources, and Louise Forster, Head of Customer Access, presented the report to the Select Committee.</p> <p>Members heard that Hillingdon was committed to being a digital-enabled, modern, well-</p>

run Council. Since its launch in 2021, new technology had been introduced to support residents with their use of My Account. It was reported that 40% of contacts were now handled with new technology. The next phase of development would cover three areas – waste, housing repairs and social care.

Members were advised that the contact centre had access to a wealth of information regarding resident contacts; this information was being used to create a more efficient and digitally oriented service. PricewaterhouseCoopers (PWC) had been brought in to pull together 28 different stories that could be digitalised, and My Account would be centred around these stories covering all services. It was acknowledged that this was a challenge as the contact centre received some 15,000-16,000 calls per month and had recorded 1700 different reasons for calls in 2022 alone.

It was confirmed that the Council had worked with PWC to introduce Amazon Web Services (AWS). The first service for which AWS had been introduced was Housing Repairs as this service received the highest volume of calls. PWC had led the project with input from contact centre staff and the first AWS service had gone live in November 2022. Under the new system, residents were asked why they were contacting the Council and, where possible, a response would be provided or a link to the online system to enable the resident to report the issue. If residents could not access the online system, they would still be given an option to speak to someone in the contact centre. Following the successful introduction of the AWS system for Housing Repairs, the new AWS system had now gone live for all Council services. As a result of these changes, contact centre staffing had reduced by 17 posts.

Members were reassured that support would be provided to residents experiencing difficulties with the technology or with setting up My Account. The offer of support was also being rolled out in libraries and the aim was to provide a wrap-around support service to encourage residents to adopt the new approach. Councillors welcomed the introduction of support services in libraries.

In response to questions from Members regarding issues encountered by residents and how these were addressed, it was confirmed that now was the time for reflection and review. Emergency housing repairs calls were directed immediately to an agent while routine queries could be dealt with online. It was recognised that residents sometimes failed to speak hence technology was being explored to manage the silence and give people options. The contact centre had an assisted list of people who consistently struggled with the system and these residents would be automatically passed to an agent. Moreover, AWS was being updated to recognise some of the specific vocabulary regularly used by residents such as 'Locata'.

In response to further questioning, Councillors were informed that the AWS system could identify and channel similar requests; for example, if a query related to heating, the system would ask for a postcode and direct the caller to the correct company accordingly. Members heard that housing repairs used direct labour in addition to support contractors and specialist service contractors. The system was being enhanced to ensure calls went directly through to the appropriate department/company.

Members sought further clarification regarding the systems in place to deal with an emergency or cyber-attack. It was confirmed that the Council used 'Anchor' to provide a contracted out of hours service. Anchor took the calls when the contact centre closed and provided back up if the systems went down for any reason.

Councillors enquired how the AWS system helped those with disabilities or a language need. Members were advised that, if the system failed to understand someone, the call would be passed through to the contact centre. The option of inputting individuals into the AWS system so they went directly through to an agent was being explored. In respect of language barriers, it was confirmed that a translation / interpreter service was available in the Council, but people often asked a family member or friend to help them when making a call. A translation service through AWS was being considered but there would be a cost involved.

In response to Members' questions, it was confirmed that a live chat bot system was already in place to assist people online. Artificial intelligence technology was also being explored. Councillors were advised that the Council was keeping an open mind about providers noting that it was important not to be dependent on or locked in to one provider.

Further information regarding waiting times and the number of abandoned / redialled calls was sought by Members. The option of a survey at the end of the call was suggested to obtain feedback from residents. In response to this, Members were informed that the AWS system answered all calls immediately. It was confirmed that call numbers had decreased since the introduction of the AWS system and waiting times had reduced to approximately four minutes. The aim was to encourage the majority of residents to go online when possible so the contact centre agents could take calls from the more vulnerable residents.

The Committee Members heard that the new system had been successfully stress tested prior to implementation in November 2022. Contact centre staff were responsible for building the forms and adding them to the website hence these could be updated as required. Dynamic messaging ensured messages were kept up to date.

Given the reduction in library opening times and cost of living pressures, Councillors sought clarification as to the contingencies in place to ensure inclusion. It was confirmed that support through community groups and workshops was available for those who lacked confidence or required assistance with technology. This would be kept under review.

Members noted that it would take time for residents to become accustomed to the new system and recognised the importance of assistance provided in libraries. A continuous programme of public education was essential.

Members were invited to visit the contact centre on a site visit at a convenient time.

**RESOLVED: That the Finance and Corporate Services Select Committee noted the update set out in the report to improve the resident experience and efficiency in meeting needs, using new digital technologies.**

16. **DIGITALISATION OF THE COUNCIL'S HUMAN RESOURCES FUNCTION** (*Agenda Item 6*)

Suzi Horn, Head of HR, presented the report to the Committee. Members heard that, following a restructure in 2022, the HR department now had two separate subject matter specialist teams – one dedicated to HR matters and one to recruitment. The HR department aimed to be digital by default, but the current systems did not interface with

each other which was challenging. It was confirmed that, over the summer, the Learning and Development system would be upgraded to enable it to interface with the HR system.

Councillors were informed that Resourcelink was to be optimised to make it more efficient. Recruitment was a key area of focus, and it was important to raise the profile of the employer brand.

In terms of HR operations, it was confirmed that approximately seven queries were received from each staff member every year – officers were exploring the nature of these enquiries and aimed to introduce changes to free up officers' time thereby enabling them to work on other matters.

In relation to the Equality, Diversity and Inclusion Strategy, the Council aimed to ensure the workforce was representative of the Borough. A culture in which people felt a sense of belonging and were heard was vital to staff wellbeing.

In response to questions from the Committee, it was confirmed that the fundamental HR structure was now in place, but some tweaks would be required going forward. It was important to take staff on a journey and raise awareness as to how they could self-serve and interact differently with HR in the future. A culture change was needed to enable the HR Department to operate at full capacity. Some progress had already been made – previously 800 staff members had been receiving paper payslips – this number had now reduced to 30.

Members enquired how this culture change could be achieved more quickly and effectively. Councillors were informed that HR were engaging with CMT, and the message was being filtered down from the top. Changes were being introduced in the way HR engaged with managers; it was important for the HR team to advise managers how things should be done and support them through the process. Lean and operational excellence was striven for in order to reduce waste.

Councillors sought clarification in respect of turnover figures and what was being done to retain staff and explore why people left the Council. It was confirmed that attrition was currently 14% which was not considered too bad. An exit questionnaire was being re-introduced to establish reasons for leaving. 'Stay' interviews were also proposed to ascertain what motivated people to stay in their jobs. Open conversations with employees were important and managers should not shy away from having those conversations. An employee engagement survey would be completed in 2023 to obtain staff feedback.

Members noted that, in the corporate world, HR tended to be more proactive than reactive. They sought clarification regarding employee incentives and mediation in Hillingdon. In response to this, the Committee heard that, in the Council, HR attempted to resolve issues in the workplace by informal means using work-based mediators.

The importance of giving managers the skills and confidence to manage employees who were underperforming was noted although it was recognised that these were difficult and uncomfortable conversations.

With regards to recruitment, Members enquired how the Council ensured it recruited good-quality candidates. It was acknowledged that recruitment was a challenge, particularly when recruiting staff in the areas of social work, planning and the trades.



	<p>Changes to recruitment processes were required as the current system was administration heavy. Attempts were being made to move to talent acquisition via the likes of LinkedIn and the importance of recruiting good staff with the right skillset was being highlighted to managers. Members were informed that the Council had some way to go in terms of proactive data analysis around annual leave, contracted hours and support for staff.</p> <p>In response to Members' questions regarding temporary and permanent staff, it was noted that some temps and casual staff preferred not to have permanent contracts. The option of flexible contracts would be explored further.</p> <p>Attention was drawn to the scope for home-grown talent recognising that many members of staff had progressed and moved to different departments within the Council. There were good examples of staff who had progressed from junior to senior roles and it was important to celebrate these success stories. Members heard that apprenticeship programmes were being explored as were graduate and internship programmes.</p> <p>It was noted that the Select Committee hoped to look at HR as a review topic in the future.</p> <p><b>RESOLVED: That the Finance and Corporate Services Select Committee noted the contents of the report and provided comments to officers as appropriate.</b></p>
17.	<p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 7</i>)</p> <p><b>RESOLVED: That the Cabinet Forward Plan be noted.</b></p>
18.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 8</i>)</p> <p>HR was suggested as a possible review topic for the Select Committee. It was noted that implementation of the planned changes would take some time, but it was thought to be a topic worthy of consideration– areas to focus on would include home working, direction of travel and what success will look like.</p> <p>Councillors were keen to visit the contact centre and it was agreed that a site visit would be added to the work programme.</p> <p><b>RESOLVED: That a site visit to the contact centre be added to the Work Programme and that the Work Programme be noted</b></p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.25 pm.</p>

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

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## ANNUAL COMPLAINT & SERVICE MONITORING REPORT FOR 01 APRIL 2022 TO 31 MARCH 2023

<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>	Appendix A, B, C, D, E, F, G and H
<b>Ward</b>	All

### HEADLINES

To provide information to the Committee on key complaints and related service monitoring data.

### RECOMMENDATIONS:

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

### SUPPORTING INFORMATION

This report provides information and analysis of complaints and Members' Enquiries received between 1 April 2022 and 31 March 2023 and satisfies the requirement to publish annual information. The report includes:

- Appendix A: Background to the complaints process
- Appendix B: Complaints, compliments, and Members' Enquiries trends for 2022/23
- Appendix C: Complaint and Compliment report for Housing Services for 2022/23
- Appendix D: Complaint and Compliment report for Adult Social Care for 2022/23
- Appendix E: Complaint and Compliment report for Children and Young People Services for 2022/23
- Appendix F: Complaint and Compliment report for Education Services for 2022/23
- Appendix G: Complaint and compliment report for Finance Directorate for 2022/23
- Appendix H: Complaint and Compliments for Place Directorate for 2022/2

### 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 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 assurance that complaints and Members' Enquiries are being processed in accordance with the Council's published policies.

### Financial Implications

There are no direct financial implications associated with this report.

## **Legal Implications**

Legal Services confirm that there are no specific legal implications arising from this report.

## **BACKGROUND PAPERS**

NIL.

# APPENDIX A

## BACKGROUND TO THE COMPLAINT PROCESS

### 1. The Council's Vision

The Council's vision is about 'putting our residents first'. Feedback in the form of complaints and compliments is seen as a very important source of information from residents about the quality of services and care provided by the Council. In cases where something has gone wrong, we are committed to putting it right and ensure that it does not happen again.

### 2. What is a Complaint?

In general terms a complaint can be considered as:

*"an expression of dissatisfaction by telephone, personal visit or in writing, about the standard of service, actions or lack of action by the council or its own staff or those acting on its behalf, affecting an individual or group of customers."*

### 3. How can people complain?

Complaints can be made in person, by telephone, in writing, via our website or email, either directly to the service area, Contact Centre or to the Complaints and Enquiries Team.

### 4. Remedies for redress

The purpose of redress is to remedy the injustice or hardship suffered and where possible to return a complainant to the position they would have been before the situation went wrong. Types of redress include:

- an apology;
- providing the service that should have been received in the first place;
- taking action or making a decision that the Council should have done before;
- reconsidering an incorrect decision;
- improving procedures so that similar problems do not happen again; and
- if after an investigation by Council staff or the Ombudsman, it is concluded that as a result of maladministration there is no practical action that would provide a full and appropriate remedy or if the complainant has sustained loss or suffering, financial compensation may be the most appropriate approach.

### 5. Mediation

For some complaints it will not be appropriate, or possible, to resolve a complaint through the complaint process - particularly where there has been a breakdown in the relationship between the service provider and the service user or where emotions are running high. In such situations the Business Manager, Complaints and Enquiries will consider whether mediation is an option that should be considered. If both parties are agreeable, mediation by an independent mediator allows both parties to come together to see if they can reach a solution through dialogue.

## APPENDIX B

### COMPLAINT, COMPLIMENTS AND MEMBERS' ENQUIRIES FOR 2022/23

#### 1. Total number of complaints/compliments recorded for 1 April 2022 to 31 March 2023

Directorate	Informal complaints	Stage 1 complaints	Stage 2 Complaints	Stage 3 complaints	Ombudsman Investigations	Compliments
Finance Directorate	558	191	25	0	7	2
Adult Social Care	72	37	n/a	n/a	6	23
Children and Young People Services	62	76	0	0	2	64
Education Services	74	7	2	0	0	2
Place Directorate	4,410	505	94	0	31	131
<b>Total for 2022/23</b>	<b>5,176</b>	<b>816</b>	<b>121</b>	<b>0</b>	<b>46</b>	<b>245</b>
<b>Total for 2021/22</b>	<b>4,473</b>	<b>802</b>	<b>102</b>	<b>0</b>	<b>75</b>	<b>349</b>

- The Council's focus when dealing with complaints is in trying to resolve a complaint to the satisfaction of the resident. The figures above suggest that this is the case, with the volume of complaints decreasing when escalating up the complaint process i.e. only 16% of informal complaints (5,176) escalated to a Stage 1 complaint (816) and only 15% of Stage 1 complaints escalated to Stage 2 (102).
- The number of compliments (245) for 2022/23 is 30% (104) less than the figure for 2021/22. A message will be put in the Council's All Staff email reminding officers of the process for logging compliments.

#### 2. Total number of complaints/compliments recorded for 1 April 2018 to 31 March 2023

Year	Informal complaints	Stage 1 complaints	Stage 2 Complaints	Stage 3 complaints	Ombudsman Investigations	Compliments
2018/19	2,756	837	73	0	86	234
2019/20	2,339	861	80	0	59	301
2020/21	2,587	789	42	0	34	502
2021/22	4,473	802	102	0	75	349
2022/23	5,176	816	121	0	46	245

- The number of informal complaints recorded for 2022/23 of 5,176 is 703 (16%) more than the figure of 2021/22 of 4,473. The main reason for the increase in informal complaints is in the waste area where changes were made to the route used by crews to collect waste and this has resulted in more complaints, with collections missed, as crews got used to the area they now collected from.
- The Council's Corporate complaints procedure was revised in 2017, which allowed officers to escalate a complaint direct from Stages 1 and/or 2 to the Ombudsman where it is felt that the decision cannot be overturned through the complaint process. This change in approach has been applied by officers.

- The Local Government and Social Care Ombudsman and Housing Ombudsman Service, completed 29 (39%) fewer investigations when comparing the 2022/23 figure of 46 with that of 2021/22 of 75. What is important to note is that only 6% of complaints escalate from Stage 1 (802) to an investigation by the Ombudsman (46).
- 3. Local Government and Social Care Ombudsman and Housing Service Ombudsman investigations completed for 2022/23**

The table below provides the outcome of all investigations concluded by the Ombudsman.

Service Area	Upheld	Partially Upheld	Not Upheld	Did not investigate	Total
Finance	0	0	0	7	7
Adult Social Care	3	0	1	2	6
Children and Young People's	1	0	0	1	2
Education	0	0	0	0	0
Housing	1	1	0	13	15
Waste	0	0	0	0	0
ASBET	0	0	0	3	3
Planning and Building Control	0	0	1	4	5
Green Spaces	0	0	0	4	4
Transport and Projects	0	0	0	0	0
Parking	0	0	0	3	3
Highways	0	0	0	1	1
<b>Total</b>	<b>5</b>	<b>1</b>	<b>2</b>	<b>38</b>	<b>46</b>

- Of the 46 investigations concluded by the Ombudsmen for 2022/23, 83% (38) were investigations where the Ombudsman determined that based on the information presented to them, there was insufficient evidence of fault for them to open a full investigation into the complaint.
- 4. Members Enquiries (MEs)**

#### Number of MEs recorded

Period	Place Directorate	Adult Services	Children Services	Finance Directorate	Total
<b>2018/19</b>	<b>11,308</b>	<b>117</b>	<b>69</b>	<b>181</b>	<b>11,675</b>
<b>2019/20</b>	<b>11,047</b>	<b>135</b>	<b>62</b>	<b>179</b>	<b>11,423</b>
<b>2020/21</b>	<b>9,533</b>	<b>145</b>	<b>54</b>	<b>228</b>	<b>9,960</b>
<b>2021/22</b>	<b>9,432</b>	<b>112</b>	<b>58</b>	<b>167</b>	<b>9,769</b>
<b>2022/23</b>	<b>7,417</b>	<b>150</b>	<b>56</b>	<b>182</b>	<b>7,805</b>

- The handling of Members Enquiries was reviewed and a new system using the GOSS platform was introduced on 1 January 2023. A key part of that change was to re define what an ME is i.e. *'a clear question has been asked that now requires investigation by Council Officers, or the supply of information from a Council department'*. We have also introduced the term "service request" which we have defined as *'a request for a one-off action to be taken, that requires action by an Officer and not investigative activities or supply of information'*. The effect of this is that the volume of MEs has reduced and will continue to do so over the years to come.

## Service areas that have the highest number of MEs recorded

Service Area	2018/19	2019/20	2020/21	2021/22	2022/23
Waste	5,566	5,950	4,964	3,934	2,003
Housing	1,239	1,288	1,269	976	1,021
Anti-Social Behaviour	1,649	1,408	1,176	1,258	761
Green Spaces	1,050	966	863	1,043	705
Planning	1,235	978	827	1,255	361

- Waste, Housing, Anti-Social Behaviour, Green Spaces and Planning Services (4,851) combined accounted for 62% of all enquiries submitted by Elected Members for 2022/23.
- Waste Service accounted for 26% of all MEs with Housing, Anti-Social Behaviour, Green Spaces and Planning accounting for 13%, 10%, 9% and 5% respectively, of all enquiries submitted by Elected Members for 2022/23.
- Highways accounted for 744 MEs for this period and this was 10% of MEs recorded.

## Service Requests recorded from 1 December 2022 to 31 March 2023

Period	December 2022	January 2023	February 2023	March 23	Total
Number	99	311	307	306	1,023

- Members began to use the Members Portal in a staggered way from December 2022 and I have provided you with the number of Service Requests submitted for this period.

## Complaints about a Councillor

Complaints about the conduct of a councillor have a separate complaint process that people are required to follow and these complaints are dealt with by the Head of Democratic Services and Monitoring Officer, Lloyd White. More information on this process can be found on the following web pages: [www.hillingdon.gov.uk/complaint-councillor](http://www.hillingdon.gov.uk/complaint-councillor)



## **APPENDIX C**

### **COMPLAINT AND COMPLIMENT REPORT FOR HOUSING SERVICES FOR 2022/23**

#### **SUMMARY OF ANALYSIS**

##### **Informal complaints**

- 34% (350) more informal complaints recorded when comparing the 2021/22 figure of 1,039 with the 2022/23 figure of 1,389.

##### **Stage 1 complaints**

- 259 Stage 1 complaints recorded for 2022/23. Of the 259 Stage 1 complaints, 24 were upheld, 68 partially upheld, 154 not upheld and 13 withdrawn or cancelled. The average time taken to respond to a Stage 1 complaint is 8 working days, with 83% (215 out of 259) of Stage 1 complaints responded to within the 10-working day target.

##### **Stage 2 complaints**

- 31% (13) more Stage 2 complaints recorded when comparing the figure for 2020/21 of 42 with the 2022/23 figure of 55. Of the 55 Stage 2 complaints, 2 were upheld, 15 partially upheld and 38 not upheld. The average time taken to respond to a Stage 2 complaint is 9.33 working days.

##### **Stage 3 complaints**

- There were no Stage 3 complaints investigated during 2022/23.

##### **Investigation by the Local Government or Housing Ombudsman**

- 15 complaints were concluded by the Ombudsman for this period with 1 upheld, 1 partially upheld and they did not investigate the remaining 13.

##### **Compliments**

- 81 compliments were recorded for 2022/23 which is fewer than the figure for 2021/22 of 167.

#### **THE COMPLAINT PROCEDURE**

Housing complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – response from the Head of Service or Director.
- Stage 2 – response from a Director or Corporate Director of Place

- Stage 3 – response from the Chief Executive of the Council
- Local Government and Social Care Ombudsman or Housing Ombudsman Service

## DETAILED COMPLAINT REPORT

A detailed report of all complaints and compliments for Housing Services is set out below.

### a. INFORMAL COMPLAINTS

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

**Table 1 - Informal complaints (Service Requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March	Total
2018/19	94	90	114	123	421
2019/20	124	87	142	104	457
2020/21	84	86	155	243	568
2021/22	298	304	279	158	1,039
2022/23	283	338	416	352	1,389

- 34% (350) more informal complaints recorded for 2022/23 of 1,389 when compared with the 2022/22 figure of 1,039. The increase in informal complaints was in the Repairs and Maintenance area, where residents were dissatisfied with the time taken to undertake repairs.

### b. **STAGE 1 COMPLAINTS**

A Head of Service or Director will aim to respond within 10 working days.

**Table 2 - Total number of Stage 1 complaints**

Period	Total
2018/19	157
2019/20	177
2020/21	231
2021/22	227
2022/23	259

- The number of Stage 1 complaints rose by 14 % from 227 for 2021/22 to 259 for 2022/23.

**Table 3 - Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2018/19	22	44	84	7	157
2019/20	18	40	113	6	177
2020/21	39	52	127	13	231
2021/22	17	40	160	10	227
2022/23	24	68	154	13	259

- Of the 259 Stage 1 complaints, 9% (24) were upheld, 26% (68) partially upheld, 60% (154) not upheld and 5% (13) either cancelled or withdrawn.

**Table 4 - Time taken to respond to a complaint at Stage 1 (working days)**

	Time taken to respond to a Stage 1 complaint
2018/19	8.50
2019/20	8.09
2020/21	9.89
2021/22	8.75
2022/23	8.00

- The average time taken to respond to a Stage 1 complaint is 8 working days against the target of 10 working days and an improvement from the 2021/22 figure of 8.75 working days.

**Table 5 - Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2018/19	157	129	82 %
2019/20	177	152	86 %
2020/21	231	195	84 %
2021/22	227	183	81 %
2022/23	259	215	83 %

- 83% (215 out of 259) Stage 1 complaints were responded to within 10 working days. A slight improvement from 2021/22.

### c. STAGE 2 COMPLAINTS

The Corporate Director for Place will aim to respond to Stage 2 complaints within 10 working days.

**Table 6 - Total number of Stage 2 complaints**

Period	Total
2018/19	24
2019/20	31
2020/21	22

2021/22	42
2022/23	55

- 31% (13) more Stage 2 complaints were recorded when compared with the 2021/22 figure of 42 with the 2022/23 figure of 55. This was to be expected because in 2021/22 we made the decision to offer more complainants Stage 2 rather than a direct escalation to the Ombudsman and this is the reason for the rise in Stage 2 complaints for 2022/23.

**Table 7 – Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Total
2018/19	2	1	21	24
2019/20	4	3	24	31
2020/21	6	4	12	22
2021/22	0	12	30	42
2022/23	2	15	38	55

- 4% (2) of Stage 2 complaints were upheld, 27% (15) partially upheld and 69% (38) not upheld.

**Table 8 - Time taken to respond to a complaint at Stage 2 (working days)**

	Time taken to respond to a Stage 2 complaint
2018/19	8.83
2019/20	10.50
2020/21	10.85
2021/22	9.11
2022/23	9.33

- The average time taken to respond to a Stage 2 complaint is 9.33 working days against the target of 10 working days.

#### **d. STAGE 3 COMPLAINTS**

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

There were no Stage 3 investigations from 1 April 2018 to 31 March 2023.

#### **e. INVESTIGATIONS BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN AND HOUSING OMBUDSMAN SERVICE**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the relevant Ombudsman at any stage of the complaint process.

**Table 9 - Total number of Ombudsman investigations**

Period	Total number
2018/19	16

2019/20	15
2020/21	5
2021/22	19
2022/23	15

- 21% (4) fewer investigations concluded by the Ombudsman when comparing the 2021/22 figure of 19 with the 2022/23 figure of 15.
- Please see appendix B point 3 for more details on the outcomes of all complaints concluded by the Ombudsman for 2022/23.

**f. COMPLIMENTS**

**Table 10 – number of compliments recorded**

Period	Total number
2018/19	67
2019/20	92
2020/21	132
2021/22	167
2022/23	81

- 51% (86) fewer compliments received when comparing the 2021/22 figure of 167 with the 2022/23 figure of 81. I plan to put a message in the Council's All Staff email reminding officers of the need to let me know that they have received a compliment.
- Repairs/Maintenance team accounted for 80% (65 out of 81) compliments received for Housing Services.

## **APPENDIX D**

### **COMPLAINT AND COMPLIMENT REPORT FOR ADULT SOCIAL CARE FOR 2022/23**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 10% (8) fewer informal complaints (service requests) recorded for 2022/23 of 72 when compared with the 2021/22 figure of 80.

##### **Stage 1 complaints**

- 37 Stage 1 complaints recorded for 2022/23 of which 7 were upheld, 10 partially upheld, 18 not upheld and 2 either withdrawn or cancelled. The average time taken to respond to a Stage 1 complaint is 13.72 working days which is within our published target of 20 working days but outside our internal target of 10 working days.

##### **Local Government and Social Care Ombudsman (LGO)**

- The Ombudsman concluded 6 investigations during 2022/23 of which 3 were upheld, 1 not upheld and they did not investigate the other 2 complaints.

##### **Compliments**

- 23 compliments were recorded for 2022/23, which is less than the figure for 2021/22 of 33. We will remind officers/managers of the process to submit compliments.

#### **THE COMPLAINT PROCEDURE**

The procedure for dealing with Adult Social Care complaints is regulated by the 'The Local Authority Social Services and National Health Service Complaints (England) Regulations 2009'.

This procedure is far less prescriptive and allows for early escalation to the Local Government and Social Care Ombudsman should the complainant be dissatisfied with the response from the Local Authority. The intention of this procedure is to achieve resolution at the first attempt, to remove bureaucracy and is designed to empower complainants in shaping from the outset the approach to resolving the complaint.

- The Informal Complaint (service request).
- Stage 1 – response from a Director or Assistant Director or Head of Service of the area complained about.
- Local Government and Social Care Ombudsman.

#### **DETAILED COMPLAINT REPORT**

A detailed explanation of all complaints and compliments for Adult Social Care is set out below.

## a. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

**Table 11 - Informal Complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March	Total
2018/19	17	23	20	16	76
2019/20	18	10	14	11	53
2020/21	15	10	17	10	52
2021/22	21	15	26	18	80
2022/23	14	11	21	26	72

- 10% (8) fewer informal complaints recorded when comparing the 2021/22 figure of 80 with the 2022/23 figure of 72.

## b. STAGE 1 COMPLAINT - LOCAL RESOLUTION

At Stage 1 of the complaint process a Director or Assistant Director or Head of Service will carry out an investigation and aim to respond within 10 working days.

**Table 12 - Total number of Stage 1 complaints recorded**

Period	Total number
2018/19	40
2019/20	45
2020/21	48
2021/22	50
2022/23	37

- 26% (13) fewer Stage 1 complaints when comparing the 2021/22 figure of 50 with the 2022/23 figure of 37.

**Table 13 - Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn/cancelled	Total
2018/19	5	7	25	3	50
2019/20	10	9	25	1	45
2020/21	9	11	26	2	48
2021/22	8	9	29	4	50
2022/23	7	10	18	2	37

- For 2022/23, upheld, partially upheld and not upheld complaints were 19%, 27% and 49% respectively of all complaints recorded.

**Table 14 - Time taken to respond to a Stage 1 complaint (working days)**

	Average time taken to respond to a complaint
2018/19	9.50
2019/20	11.49
2020/21	11.22
2021/22	13.04
2022/23	13.72

- The average time taken to respond to a Stage 1 complaint for 2022/23 is 13.72 working days, which is outside our internal target of 10 working days but within our published target of 20 working days.

### c. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN INVESTIGATIONS (LGO)

Where it appears that a Council's own investigation has not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

**Table 15 - Total number of LGO investigations**

Period	Total Number
2018/19	9
2019/20	8
2020/21	4
2021/22	7
2022/23	6

- The number of investigations undertaken by the Ombudsman remains broadly similar when comparing figures from 1 April 2018 to 31 March 2023.
- Please see appendix B point 3 for more details on the outcomes of all complaints concluded by the Ombudsman for 2022/23.

### d. COMPLIMENTS

**Table 16 - Number of compliments recorded**

Period	Total number
2018/19	68
2019/20	65
2020/21	92
2021/22	33
2022/23	23

- 30% (10) fewer compliments recorded when comparing the figure for 2021/22 of 33 with that of 2022/23 of 23.



## **APPENDIX E**

### **COMPLAINT REPORT FOR CHILDREN AND YOUNG PEOPLE SERVICE'S FOR 2022/23**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 42% (44) fewer informal complaints (service requests) were recorded for 2022/23, when compared with the figure for 2021/22 of 106.

##### **Stage 1 complaints**

- 76 Stage 1 complaints were recorded for 2022/23, which is 10% (7) more than the 2021/22 figure of 69. Of the 76 Stage 1 complaints, 12 were upheld, 21 partially upheld, 41 not upheld and 2 either withdrawn or cancelled. The average time taken to respond to a Stage 1 complaint is 11.32 working days and 68% (52 out of 76) of Stage 1 complaints were responded to within 10 working days.

##### **Stage 2 and 3 Complaints**

- There were no Stage 2 investigations concluded during this period.
- There were no Stage 3 review hearings held during this period.

##### **Local Government and Social Care Ombudsman (LGO)**

- No investigations were undertaken by the Ombudsman during this period.

##### **Compliments**

- 64 compliments were recorded for the period 2022/23, which is less than the figure of 77 for 2021/22.

#### **THE COMPLAINT PROCEDURE**

Complaints made by children or on their behalf are governed by the Children's Act 1989, Representations Procedure (England) Regulations 2006 (Statutory Instrument 2006 No. 1738). This sets out the statutory three-stage complaint procedure that Local Authorities are required to follow when dealing with complaints made by for example any child or young person, any local authority foster carer, children leaving care, etc. Hillingdon's procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – Local Resolution - response from an Assistant Director or Head of Service.
- Stage 2 – Independent Investigation by two people (Investigating Officer and Independent Person).
- Stage 3 – Review Panel comprising of three independent people

- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A detailed report of all complaints and compliments for Children and Young People Service's is set out below.

### a. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

**Table 17 - Informal Complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March	Total
2018/19	14	23	33	21	91
2019/20	21	16	25	26	88
2020/21	21	18	21	26	86
2021/22	23	27	27	29	106
2022/23	17	22	12	11	62

- 42% (44) fewer informal complaints (service requests) recorded for 2022/23 (62) when compared with the 2021/22 figure of 106.

### b. STAGE 1 – LOCAL RESOLUTION

An Assistant Director or Head of Service will investigate and aim to respond to complaints within 10 working days.

**Table 18 - Total number of complaints recorded**

Period	Total number
2018/19	60
2019/20	71
2020/21	87
2021/22	69
2022/23	76

- 10% (7) more Stage 1 complaints recorded when compared with the 2021/22 figure of 69 with the 2022/23 figure of 76.

**Table 19 - Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2018/19	9	15	32	4	60
2019/20	9	21	37	4	71
2020/21	9	25	47	6	87

2021/22	7	15	45	2	69
2022/23	12	21	41	2	76

- For 2022/23, 16% of complaints were upheld, 28% partially upheld, 54% not upheld and 2% withdrawn or cancelled.

**Table 20 - Time taken to respond to a complaint (working days)**

	Working days
2018/19	10.82
2019/20	9.75
2020/21	9.82
2021/22	9.97
2022/23	11.32

- The average time taken to respond to a Stage 1 complaint is 11.32 working days for 2022/23, which is outside the 10-working day target set.

**Table 21 - Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2018/19	60	47	78 %
2019/20	71	57	80 %
2020/21	87	72	83 %
2021/22	69	56	81 %
2022/23	76	52	68 %

- Only 68% (52 out of 76) of Stage 1 complaints were responded to within the 10-working day target. This is an area that is of concern and I will work with colleagues to improve in this area.

### c. STAGE 2 INVESTIGATIONS

A Stage 2 investigation is conducted by an Investigating Officer (IO) and Independent Person (IP) with specialist skills and knowledge of the Children's Act. The timescale to conclude such an investigation is set by statute at 25 working days but this may be extended to a maximum of 65 working days.

**Table 22 – Total number of Stage 2 complaints recorded**

Period	Total number
2018/19	2
2019/20	0
2020/21	0
2021/22	0
2022/23	0

- No Stage 2 children's investigations were commissioned for 2022/23.

**d. STAGE 3 INVESTIGATIONS**

At Stage 3 of the statutory complaint process, three people independent of the Council, will consider the complaint and wherever possible work towards a resolution. The timescale to conclude such an investigation is 45 working days.

- There were no Stage 3 investigations commissioned between 1 April 2018 and 31 March 2023.

**e. INVESTIGATION BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO)**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the Local Government and Social Care Ombudsman and at any stage of the complaint process.

**Table 23 – Total number of LGO investigations**

Period	Total number
2018/19	5
2019/20	1
2020/21	1
2021/22	3
2022/23	2

- The number of Ombudsman investigations concluded remains broadly the same year on year.
- Please see appendix B point 3 for more details on the outcomes of all complaints concluded by the Ombudsman for 2022/23.

**f. COMPLIMENTS**

**Table 24 – number of compliments recorded**

Period	Total number
2018/19	12
2019/20	124
2020/21	132
2021/22	77
2022/23	64

- Compliments have fallen from 77 in 2021/22 to 64 for 2022/23.

## **APPENDIX F**

### **COMPLAINT AND COMPLIMENT REPORT FOR EDUCATION SERVICES FOR 2022/23**

#### **SUMMARY OF ANALYSIS**

##### **Informal Complaints**

- 74 informal complaints (service requests) were recorded for 2022/23 which is 270% (54) more than the period 2021/22 of 20. This is mainly as a result of enquiries/requests for investigations submitted by Ofsted to the Council.

##### **Formal Complaints**

- 7 Stage 1 complaints were recorded for 2022/23 of which 1 was upheld and 6 not upheld. The average time taken to respond to a Stage 1 complaint is 9.29 working days, which is within the 10-working day target set.
- There were no Stage 2 and 3 complaints investigations undertaken during this period.

##### **Local Government and Social Care Ombudsman (LGO)**

- There were no LGO investigations concluded during this period.

##### **Compliments**

- 2 compliments were recorded for 2022/23.

## THE COMPLAINT PROCEDURE

Complaints about education and schools are governed by the Education Act 2002. The Local Authority will only deal with complaints that are education related such as the provision of the national curriculum, school admission appeals, exclusions, special educational needs assessments, child protection issues, allegations of child abuse, etc.

Complaints about the internal management of a school must initially be made in writing to the Headteacher of the school. If this fails to resolve the issue, concerns should then be raised with the chair of governors. If a complainant remains dissatisfied, they can then escalate their complaint to the Department for Education and beyond that to the Parliamentary and Health Service Ombudsman via a Member of Parliament.

For those complaints where this Local Authority has a statutory duty to investigate, we will deal with these complaints under the Council's Corporate complaints procedure as follows:

- The Informal Complaint (service request)
- Stage 1 – response from the Head of Service.
- Stage 2 – response from the Executive Director for Education and SEND
- Stage 3 – response from the Chief Executive of the Council.
- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A more detailed explanation of how the complaint procedure operates the main complaint themes and statistical data for each stage of the complaint process is provided below.

### a. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

**Table 25 - Informal Complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March	Total
2018/19	8	2	6	4	20
2019/20	4	2	0	2	8
2020/21	1	2	11	8	22
2021/22	1	2	14	3	20
2022/23	14	20	21	19	74

- 270% (54) more informal complaints recorded when comparing the figure of 20 for 2021/22 with the 2022/23 figure of 74. 55% (41) were enquiries submitted by Ofsted in relation to issues raised by parents with them in relation to the operational management of the school. The complaints/enquiries needed to be addressed through the school's own complaint procedure.

## b. STAGE 1 – LOCAL RESOLUTION

The Head of Service will aim to respond within 10 working days.

**Table 26 - Total number of complaints recorded**

Period	Total number
2018/19	32
2019/20	16
2020/21	3
2021/22	6
2022/23	7

- The total number of Stage 1 complaints remain broadly the same when comparing figures for 2021/22 of 6 with the 2022/23 figure of 7.

**Table 27- Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2018/19	1	1	29	1	32
2019/20	2	6	8	0	16
2020/21	1	0	2	0	3
2021/22	0	2	4	0	6
2022/23	1	0	6	0	7

- 14% (1) of complaints were upheld and 86% (6) not upheld.

**Table 28 - Time taken to respond to a complaint (working days)**

	Working days
2018/19	10.84
2019/20	8.94
2020/21	7.67
2021/22	6.33
2022/23	9.29

- The average time taken to respond to a Stage 1 complaint is 9.29 working days.

**Table 29 - Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days
2018/19	32	25	78 %
2019/20	13	12	92 %
2020/21	3	3	100 %
2021/22	6	6	100 %
2022/23	7	6	86 %

- 86% of complaints were responded to within the 10 working days target.

### c. STAGE 2 COMPLAINTS

The Executive Director for Education and SEND will aim to respond to Stage 2 complaints within 10 working days.

**Table 30 – Total number of Stage 2 complaints recorded**

Period	Total number
2018/19	0
2019/20	1
2020/21	0
2021/22	0
2022/23	2

- There were 2 investigations undertaken during 2022/23 under the Council's corporate complaints procedure.

### d. STAGE 3 COMPLAINTS

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

- There were no Stage 3 complaints from 1 April 2017 to 31 March 2022.

### e. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO) INVESTIGATIONS

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

**Table 31 - Total number of LGO investigation**

Period	Total number
2018/19	4
2019/20	0
2020/21	0
2021/22	0
2022/23	0

- There were no investigations concluded by the Ombudsman during this period.
- Please see appendix B point 3 for more details on the outcomes of all complaints concluded by the Ombudsman for 2022/23.

### f. COMPLIMENTS

**Table 32 - Compliments recorded**

Period	Total number
2018/19	1
2019/20	1



2020/21	4
2021/22	2
2022/23	2

- The number of compliments remains consistent year on year.

## **APPENDIX G**

### **COMPLAINT AND COMPLIMENT REPORT FOR FINANCE DIRECTORATE FOR 2022/23**

#### **SUMMARY OF ANALYSIS**

##### **Informal complaints**

- 558 informal complaints (service requests) recorded for 2022/23, which is a significant rise from the 2021/22 figure of 350.

##### **Stage 1 complaints**

- 191 Stage 1 complaints recorded for 2022/23 of which 12 were upheld, 12 partially upheld, 162 not upheld and 5 either withdrawn or cancelled. The average time taken to respond to a Stage 1 complaint is 6.01 working days with 96% of all Stage 1 complaints responded to within 10 working days.

##### **Stage 2 complaints**

- 25 Stage 2 complaints recorded for 2022/23. The average time taken to respond to a Stage 2 complaint is 2.40 working days with all 96% (24 out of 25) Stage 2 complaints responded to within 10 working days.

##### **Stage 3 complaints**

- There were no Stage 3 investigations for 2022/23.

##### **Local Government and Social Care Ombudsman (LGO) referrals**

- 7 complaints were concluded by the Ombudsman during this period and in all 7 the Ombudsman decided not to investigate.

##### **Compliments**

- 2 compliments were recorded in 2022/23.

#### **THE COMPLAINT PROCEDURE**

Finance Directorate complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request)
- Stage 1 – response from a senior officer from the Appeals and Complaints Team.
- Stage 2 – response from a Director or the Corporate Director for Finance.
- Stage 3 – response from the Chief Executive of the Council.

- Local Government and Social Care Ombudsman.

## DETAILED COMPLAINT REPORT

A more detailed explanation of how the complaint procedure operates the main complaint themes and statistical data for each stage of the complaint process is provided below.

### a. THE INFORMAL COMPLAINT

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

**Table 33 - Informal complaints received – (Service requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March	Total
2018/19	25	30	33	20	108
2019/20	25	22	16	19	82
2020/21	18	9	23	71	121
2021/22	91	86	78	95	350
2022/23	143	149	151	115	558

- 59% (204) more informal complaints (service requests) recorded for 2021/22 then in 2022/23.

### b. STAGE 1 COMPLAINTS

An experienced officer from the Appeals and Complaints Team will investigate the complaint and aim to respond within 10 working days.

**Table 34 - Total number of Stage 1 complaints**

Period	Housing Benefit	Council Tax	Finance	Total
2018/19	72	157	6	235
2019/20	82	125	6	213
2020/21	45	121	5	171
2021/22	28	133	6	167
2022/23	28	156	7	191

- 14% (24) more Stage 1 complaints registered when comparing the 2020/21 figure of 167 with the 2022/23 figure of 191. Council Tax complaints accounts for 82% of all Finance Directorate complaints.

**Table 35 - Outcome of complaints**

Period	Upheld	Partially upheld	Not upheld	Withdrawn	Total
2018/19	19	24	191	1	235
2019/20	38	23	151	1	213

2020/21	15	16	140	0	171
2021/22	19	27	114	7	167
2022/23	12	12	162	5	191

- For 2022/23, 12% of Stage 1 complaints were upheld, 12% partially upheld and 85% not upheld.

**Table 36 - Time taken to respond to complaint at Stage 1 (working days)**

	Working days
2018/19	6.39
2019/20	5.79
2020/21	5.78
2021/22	5.55
2022/23	6.01

- The average time taken to respond to a Stage 1 complaint is 6.01 working days against a target of 10 working days.

**Table 37 - Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2018/19	235	231	98 %
2019/20	213	210	99 %
2020/21	171	169	99 %
2021/22	167	161	96 %
2022/23	191	184	96 %

- 96% (184 out of 191) of Stage 1 complaints were responded to within the 10-working day target.

### c. STAGE 2 COMPLAINTS

The Corporate Director for Finance will investigate and aim to respond within 10 working days.

**Table 38 - Total number of Stage 2 complaints**

Period	Housing Benefit	Council Tax	Finance	Total
2018/19	7	20	0	27
2019/20	10	10	1	21
2020/21	6	9	0	15
2021/22	6	13	0	19
2022/23	6	19	0	25

- The number of Stage 2 complaints has risen by 24% 6) from 19 for 2021/22 to 25 for 2022/23.

**Table 39 - Time taken to respond to a complaint at Stage 2**

	<b>Working days</b>
2018/19	5.88
2019/20	7.38
2020/21	6.87
2021/22	4.79
2022/23	2.40

- The average time taken to respond to a Stage 2 complaint is 2.40 working days against the target of 10 working days.

**Table 40 - Number and % of complaints responded to within 10 working days**

Period	Total number of complaints	Number responded to within 10 working days	% responded to within 10 working days
2018/19	27	25	93 %
2019/20	21	19	90 %
2020/21	15	15	100 %
2021/22	19	19	100 %
2022/23	25	24	96 %

- 96% (24 out of 25) of Stage 2 complaints were responded to within the 10-working day target.

**d. STAGE 3 COMPLAINTS**

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

- There were no Stage 3 investigations undertaken for 2021/22

**e. LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN INVESTIGATION (LGO)**

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the LGO and at any stage of the complaint process.

**Table 41 - Total number of LGO investigations**

<b>Period</b>	<b>Total number</b>
2018/19	12
2019/20	8
2020/21	6
2021/22	10
2022/23	7

- The Ombudsman concluded 7 complaints during this period.

- Please see appendix B point 3 for more details on the outcomes of all complaints concluded by the Ombudsman for 2022/23.

**f. COMPLIMENTS**

**Table 42 - Number of compliments recorded**

Period	Total number
2018/19	2
2019/20	10
2020/21	17
2021/22	6
2022/23	2

- The number of compliments has fallen from 6 to 2, which is disappointing.

## **APPENDIX H – COMPLAINTS AND COMPLIMENTS FOR PLACE DIRECTORATE FOR 2022/23**

**(This directorate also includes Housing Services whose figures are shown in Appendix C)**

### **SUMMARY OF ANALYSIS**

#### **Informal complaints**

- 3,021 informal complaints (service requests) were recorded for Waste Services for 2022/23. Waste Services accounted for 1,297, 605 for the Anti-Social Behaviour and Environment Team (ASBET), 312 for Parking Services, 292 for Green Spaces, 248 for Highways, 167 for planning and 100 for Transport and Projects.

#### **Stage 1 complaints**

- 57 Stage 1 complaints were recorded for Planning and Building Control, followed by 43 for Waste, 41 for Parking Services, 35 for ASBET and Green Spaces, 25 for Highways and 10 for Transport and Projects.

#### **Stage 2 complaints**

- 9 Stage 2 complaints were recorded for ASBET, followed by 8 for Green Spaces, 7 for Planning and Building Control, 5 each for Highways and Waste 3 for Parking Services and 2 for Transport and Projects.

#### **Stage 3 complaints**

- There were no Stage 3 investigations undertaken for 2022/23.

#### **Investigation by the Local Government and Social Care Ombudsman**

- The Ombudsman concluded 5 Planning and Building Control, 4 Green Spaces, 3 each for Parking and ASBET and 1 for Highways.

#### **Compliments**

- 24 compliments were recorded for Waste, 10 for Planning and Building Control, 5 for Parking, and 1 for Transport and Projects.

### **THE COMPLAINT PROCEDURE**

Complaints are managed in line with the Council's Corporate complaints procedure. This procedure operates as follows:

- The Informal Complaint (service request).
- Stage 1 – response from the Head of Service.

- Stage 2 – response from a Director or the Corporate Director for Place
- Stage 3 – response from the Chief Executive of the Council
- Local Government and Social Care Ombudsman

## DETAILED COMPLAINT REPORT

A detailed report of all complaints and compliments for Housing Services is set out below.

### 1. INFORMAL COMPLAINTS

The feedback we have received from residents indicate that most want action to resolve their concerns on the spot by discussing the problem with an officer/manager rather than going through the more formal complaint route. If we can resolve a resident's issue in this way we will do so, immediately. We will continue to take this approach, wherever possible.

**Table 43 - Informal complaints (Service Requests)**

Year	1 April to 30 June (Q1)	1 July to 30 Sept (Q2)	1 Oct to 31 Dec (Q3)	1 Jan to 31 March (Q4)	Total
Highways	63	74	30	81	248
Parking	62	93	70	87	312
Transport and Projects	30	35	15	20	100
Waste	228	299	360	410	1,297
Anti-Social Behaviour and Environment Team	167	203	113	122	605
Green Spaces	82	101	51	58	292
Planning	38	60	33	36	167
Total	670	865	672	814	3,021

- Waste accounts for 43% (1,297) of all service requests for this directorate followed by ASBET 20% (605), Parking 10% (312), Green Spaces 10% (292), Highways 8% (248), Planning 6% (167) and Transport and Projects 3% (100).

### 2. **STAGE 1 COMPLAINTS**

A Head of Service will aim to respond within 10 working days.

**Table 44 - Total number of Stage 1 complaints**

2022/23	Total number
Highways	25
Parking	41
Transport and Projects	10
Waste	43
Anti-Social Behaviour and Environment Team	35



Green Spaces	35
Planning and Building Control	57
Total	246

- Planning accounts for 23% (57) of formal complaints followed by ASBET 25% (71), Waste 17% (43), Parking 17 (41), Green Spaces and ASBET with 14% each (35), Highways 10% (25) and Transport and Projects 4% (10).

**Table 45 - Outcome of complaints**

2022/23	Upheld	Partially upheld	Not upheld	Withdrawn	Total
Highways	0	1	24	0	25
Parking	3	4	34	0	41
Transport and Projects	0	0	10	0	10
Waste	21	5	15	2	43
Anti-Social Behaviour and Environment Team	4	4	27	0	35
Green Spaces	2	4	29	0	35
Planning and Building Control	3	10	43	1	57
Total	33	28	182	3	246

- Waste services has the highest number of upheld complaints - 49% (21).
- Planning has the highest number of not upheld complaints – 75% (43).
- Of all services, 13% (33) of Stage 1 complaints were upheld, 11% (28) partially upheld, 74% (182) not upheld.

**Table 46 - Time taken to respond to a complaint at Stage 1 (working days)**

2022/23	Highways	Parking	Transport and Projects	Waste	ASBET	Green Spaces	Planning
Average time taken to respond	7.60	9.10	8.30	5.60	13.09	13.88	12.23
Target	10	10	10	10	10	10	10
Variance	- 2.40	- 0.90	-1.70	- 4.40	+ 3.09	+ 3.88	+ 2.23

- The average time taken to respond to a Stage 1 complaint for these services is set out above.

**Table 47 - Number and % of complaints responded to within 10 working days**

2022/23	Total number of complaints	Number of complaints responded to within 10 working days	% responded to within 10 working days
Highways	25	22	88 %
Parking	41	31	76 %
Transport	10	9	90 %

and Projects			
Waste	43	41	95 %
ASBET	35	22	63 %
Green Spaces	35	24	69 %
Planning and Building Control	57	40	70 %

- The table above provides the performance for each service area. A few of the area's response times is lower than expected and I am working with colleagues to improve response times in these areas.

### 3. STAGE 2 COMPLAINTS

A Director or the Corporate Director for Place will aim to respond to Stage 2 complaints within 10 working days.

**Table 48 - Total number of Stage 2 complaints**

2022/23	Total number
Highways	5
Parking	3
Transport and Projects	2
Waste	5
ASBET	9
Green Spaces	8
Planning and Building Control	7
Total	39

- ASBET, Green Spaces and Planning accounted for 23% (9), 21% (8) and 18% (7), respectively, of all Stage 2 complaints for these services.

**Table 49 – Outcome of complaints**

2022/23	Upheld	Partially upheld	Not upheld	Withdrawn	Total
Highways	0	0	5	0	5
Parking	0	1	2	0	3
Transport and Projects	0	0	2	0	2
Waste	0	2	3	0	5
ASBET	0	2	7	0	9
Green Spaces	0	0	8	0	8
Planning and Building Control	0	1	6	0	7
Total	0	6	33	0	39

- 15% (6) of Stage 2 complaints were upheld and 85% (33) not upheld.

**Table 50 - Time taken to respond to a complaint at Stage 2 (working days)**

2022/23	Highways	Parking	Transport and Projects	Waste	ASBET	Green Spaces	Planning
Average time taken to respond	6.60	14.67	8.50	10.60	9.00	3.50	14.14
Target	10	10	10	10	10	10	10
Variance	- 3.40	+ 4.67	- 1.50	+ 0.60	- 1.00	- 6.50	+ 4.14

- The average time taken to respond to a Stage 1 complaint for these services is set out above.

#### 4. STAGE 3 COMPLAINTS

At Stage 3, the Chief Executive commissions an investigation by an officer in Democratic Services and the aim is to respond within 15 working days.

There were no Stage 3 investigations from 1 April 2018 to 31 March 2023.

#### 5. INVESTIGATIONS BY THE LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN

Where it appears that a Council's own investigations have not resolved the complaint, the complainant is entitled to refer their complaint to the relevant Ombudsman at any stage of the complaint process.

**Table 51 - Total number of Ombudsman investigations**

2022/23	Total Number
Highways	1
Parking	3
Transport and Projects	0
Waste	0
ASBET	3
Green Spaces	4
Planning and Building Control	5
Total	16

- The figures above provide details of all investigations concluded by the Ombudsman during this period.
- Please see appendix B point 3 for more details on the outcomes of all complaints concluded by the Ombudsman for 2022/23.

#### 7. COMPLIMENTS

##### Number of compliments recorded

**Table 52 – number of compliments recorded**

Period – 2022/23	Total number
Highways	0
Parking	5
Transport and Projects	1
Waste	24
ASBET	3
Green Spaces	7
Planning and Building Control	10
Total	50

- Waste services accounted for 48% (24) of all compliments received.

## 2024/25 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF THE FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Andy Goodwin – Finance Directorate Marie Stokes – Finance Directorate
<b>Papers with report</b>	N/A
<b>Ward</b>	All

### HEADLINES

This is the first opportunity for the Select Committee to discuss the current stage of development of budget planning work with regard to services within the remit of the Finance and Corporate Services Select Committee. This paper gives a strategic context in which the detailed proposals to be discussed at Select Committee meetings in January 2024 will need to be considered.

### RECOMMENDATIONS

1. **That the Committee notes the financial context in which the 2024/25 budget setting process will take place in advance of detailed savings proposals being developed and approved at Cabinet in December 2023.**

### SUPPORTING INFORMATION

2. This is the first of two opportunities within the planning cycle for the Select Committee to consider issues relating to budget planning for 2024/25 and beyond. The focus of this report is the broader financial position of the Council, with the report to be considered in January 2024 setting out the detailed budget proposals for relevant services, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) in December 2023.

### Corporate Overview – General Fund

#### 2023/24 General Fund Revenue Monitoring

3. A marginal underspend of £23k is reported against General Fund revenue budget normal activities as of May 2023 (Month 2), with a range of risks and pressures being managed within this position. This will result in unallocated General Balances totalling £26,869k at 31 March 2023, in line with MTFF expectations.
4. Over and above specific variances being reported, there are three key risk areas which continue to be closely monitored; progress in delivery of savings, demand-led services and inflationary pressures.
  - a. Within this position, £10,141k of the £22,762k savings planned for 2023/24 are banked or on track for delivery in full by 31 March 2024, with £7,953k or 35% tracked as being

at an earlier stage of implementation. Where slippage in savings delivery is expected this has been factored into the reported monitoring position, with the full £22,762k savings expected to be delivered in full.

- b. At this early stage in the financial year, no pressures have been reported against demand-led service budgets, although a significant increase in approaches by households seeking support with homelessness will necessitate a significant level of management action to avoid a pressure in this area.
  - c. The 2023/24 budget incorporated £21,691k growth to fund inflationary pressures, with current projections indicating that a further £3,622k additional funding may be required, in part to meet the costs of a higher pay award. Specific provision has been made within the Council's Earmarked Reserves to meet such costs, with this sum being supplemented in-year by £1,500k windfall income from the West London Waste Authority.
5. The Council holds Earmarked Reserves to manage risks and fund cyclical and project-based activities, with £20,060k being held at the beginning of 2023/24. Based on the Month 2 forecast, including the projected Local Authority pay award and an estimation for further inflationary demands above the approved budget totalling £3,622k, the Council is forecasting to drawdown £5,547k of this balance, leaving a projected closing balance of £14,512k as at 31 March 2024 to support the Council's ongoing financial resilience and fund project and cyclical based work in 2024/25 and beyond.
  6. The Council's budget contains a number of areas subject to demographic pressures and higher levels of volatility which are closely monitored and discussed in the Budget Strategy and MTFP under the "demand-led growth" banner. These budgets total £134,957k for 2023/24, with latest forecasts remaining consistent with this position, with more detailed commentary on each of these areas set out in the portfolio commentary below.
  7. Within the Council budget there is a Managed Vacancy Factor across the board of 3.5%, or £4,573k, to reflect natural levels of turnover and resulting structural underspend in the workforce budgets. Current indications are that the higher vacancy rate experienced during 2022/23 will continue into the new financial year and therefore result in an underspend over and above the Managed Vacancy Factor. The Council continues to closely manage recruitment activity, with post-level establishment controls providing a key mechanism for managing workforce costs at the organisational level.
  8. The Council budgeted for a pay award in 2023/24 of 4%, however, due to the exceptional inflationary environment, the current pay offer exceeds this sum and equates to approximately 5.7% with an allowance of £2,622k being in place to meet this additional uplift in the Council's workforce expenditure included in the forecast use of the Council's identified earmarked reserve for exceptional inflationary pressures above the Council's approved budget.
  9. Further provision for use of Earmarked Reserves has been included in this position, with £1,685k support for local priority initiatives, £1,535k release of grant funding to cover brought forward COVID-19 pressures in the Collection Fund, £1,000k further provision for inflationary risks and a net £205k of other costs. Windfall income from the West London Waste Authority's Energy from Waste operations have allowed £1,500k to be allocated to Earmarked Reserves, resulting in a net drawdown of £5,547k to leave a closing balance of £14,513k at 31 March 2024.

## Savings Programme Update

10. The savings requirement for 2023/24 is £21,197k, which together with £1,565k brought forward from 2022/23, gives an overall total of £22,762k to be managed in the current financial year. The savings being reported as undelivered in 2022/23 (£1,565k) were attributable to the Council managing measures required to contain and offset inflationary pressures as well the ongoing legacy issues associated with the COVID-19 pandemic. This value has been added to the budgeted savings agreed as part of the 2023/24 budget.

**Table 1: Savings Tracker**

Cabinet Member Portfolio	Blue Banked £'000	Green Delivery in progress £'000	Amber I Early stages of delivery £'000	Amber II Potential problems in delivery £'000	Red Serious problems in delivery £'000	Total £'000
Cabinet Member for Finance	0	(100)	(17)	0	0	(117)
Cabinet Member for Corporate Services	(396)	(510)	(578)	0	0	(1,484)
<b>Finance &amp; Corporate Select Committee Subtotal</b>	<b>(396)</b>	<b>(610)</b>	<b>(595)</b>	<b>0</b>	<b>0</b>	<b>(1,601)</b>
Services within the remit of other committees	(5,731)	(2,904)	(6,858)	(1,636)	(1,083)	(18,211)
Cross-Cutting	(500)	0	(500)	(1,950)	0	(2,950)
<b>Total 2022/23 Savings Programme</b>	<b>(6,627)</b> <b>29%</b>	<b>(3,514)</b> <b>15%</b>	<b>(7,953)</b> <b>35%</b>	<b>(3,586)</b> <b>16%</b>	<b>(1,083)</b> <b>5%</b>	<b>(22,762)</b> <b>100%</b>
<b>Month on Month Movement</b>	<b>(6,627)</b> <b>29%</b>	<b>(3,514)</b> <b>15%</b>	<b>(7,953)</b> <b>35%</b>	<b>(3,586)</b> <b>16%</b>	<b>(1,083)</b> <b>5%</b>	<b>(22,762)</b> <b>100%</b>

11. As of Month 2, £6,627k (29%) of the savings programme has already been banked, with a further £3,514k (15%) being reported as delivery in progress and £11,539k (51%) in the early stages of delivery which are ultimately expected to be delivered in full. There are a further £1,083k of savings recorded as having a serious problem with timely delivery, these savings could ultimately slip into 2024/25. Key items within this £1,083k include £600k linked to PCN banding changes where third-party approval is required ahead of implementation, with the remainder of this sum relating to timing issues on practical implementation of two further projects.
12. Where savings are at risk of not being delivered in full during 2023/24, the associated pressures have been factored into the monitoring position with compensating actions bringing the overall position back to breakeven. At this time, it is expected that the full £22,762k will ultimately be delivered in full or replaced with alternative measures in the event of any ongoing shortfall.
13. The Council is permitted to finance the costs associated with the delivery of this savings programme through Capital Receipts, with both one-off implementation costs and the support for service transformation being funded from this resource. Current projections include £4,205k for such costs, with all such costs subject to a specific funding strategy. It is anticipated that these pump priming costs will be financed from a combination of the

£3,000k budget established for this purpose in 2023/24, alongside release of additional Capital Receipts secured during 2022/23.

### Service Operating Budgets

14. Service Operating Budgets represent the majority of the Council's investment in day-to-day services for residents. With the Council continuing to operate in a high inflation environment driven by global and national influences, these budgets were supplemented with £21,691k of funding to meet forecast inflationary pressures and £12,753k for demographic and other drivers impacting on demand for services going into the 2023/24.
15. Table 2 represents the position reported against normal activities for the Service Operating Budgets within the remit of this portfolio, the salient risks and variances within this position are summarised in the following paragraphs.

**Table 2: Service Operating Budgets**

Cabinet Member Portfolio		Approved Budget	Forecast Outturn	Variance (As at Month 2)	Variance (As at Month 1)	Movement from Month 1
		£'000	£'000	£'000	£'000	£'000
Finance	Expenditure	140,546	140,045	(501)	0	(501)
	Income	(106,144)	(106,243)	(99)	0	(99)
	<b>Sub-Total</b>	<b>34,402</b>	<b>33,802</b>	<b>(600)</b>	<b>0</b>	<b>(600)</b>
Corporate Services	Expenditure	26,442	26,260	(182)	0	(182)
	Income	(1,731)	(1,849)	(118)	0	(118)
	<b>Sub-Total</b>	<b>24,711</b>	<b>24,411</b>	<b>(300)</b>	<b>0</b>	<b>(300)</b>
<b>Finance &amp; Corporate Select Committee Subtotal</b>	Expenditure	166,988	166,305	(683)	0	(683)
	Income	(107,875)	(108,092)	(217)	0	(217)
	<b>Sub-Total</b>	<b>59,113</b>	<b>58,213</b>	<b>(900)</b>	<b>0</b>	<b>(900)</b>
Services within the remit of other committees	Expenditure	316,067	316,222	155	0	155
	Income	(114,441)	(113,719)	722	0	722
	<b>Sub-Total</b>	<b>201,626</b>	<b>202,503</b>	<b>877</b>	<b>0</b>	<b>877</b>
<b>Total Service Operating Budgets</b>		<b>260,739</b>	<b>260,716</b>	<b>(23)</b>	<b>0</b>	<b>(23)</b>

16. Detailed updates on services that fall within the remit of this Committee are included below at Cabinet Portfolio level on an exception basis:
- a. **Finance** – A net underspend of £600k is reported at Month 2 driven by a reduction in the Council's energy requirements, this is being compounded by a number of small overachievements against income targets, with additional grant funding being provided to support Ukraine support provided in the Borough and a favourable variance against investment income as a result of high interest rates. This position further benefits from a net underspend against staffing as a result of management action to contain expenditure in this area to support pressures against the wider forecast outturn.



- b. **Corporate Services** – a net underspend of £300k is reported, with the underspend being driven by a number of small variances, with the staffing position forecast to deliver this underspend across the various services within the Corporate Services portfolio, with this position compounded by additional grant funding to support Ukraine refugee support.

### 2022/23 to 2026/27 General Fund Savings Requirement

17. While the focus of the discussion for the Select Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position. The following paragraphs outline the medium-term financial position presented in the 2023/24 Budget Setting Report approved by Cabinet and Council in February 2023.
18. At the time of budget setting, the gross savings requirement for the Council's General Fund over the period 2023/24 to 2027/28 was projected to total £55,414k which was primarily driven by inflationary cost pressures driven by global and national economics, growing demand for services and the cost of servicing and repaying borrowing incurred in delivery of the capital programme which are expanded upon below. For 2024/25, the gross savings requirement was forecast to total £12,148k.

**Table 3: Projected Savings Requirement detail**

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Total £'000
Changes in Funding	(13,653)	(10,198)	(1,794)	(6,750)	(6,987)	<b>(39,382)</b>
Inflation	21,691	10,906	9,349	8,862	9,141	<b>59,949</b>
Contingency / Service Pressures	9,080	4,547	3,141	3,211	3,192	<b>23,171</b>
Corporate Items (incl. capital financing costs)	3,673	6,893	2,411	(1,114)	(187)	<b>11,676</b>
<b>Annual Underlying Savings Requirement</b>	<b>20,791</b>	<b>12,148</b>	<b>13,107</b>	<b>4,209</b>	<b>5,159</b>	<b>55,414</b>
<b>Cumulative Underlying Savings Requirement</b>	<b>20,791</b>	<b>32,939</b>	<b>46,046</b>	<b>50,255</b>	<b>55,414</b>	<b>N/A</b>

19. An uplift of £39,382k in recurrent funding was projected over the five-year MTFF period, primarily driven by Council Tax increase of 4.99% in 2023/24 and 2024/25, with a proposed increase of 2.8% per annum thereafter accounting for £27,387k of the increase, with a further £7,474k expected to be driven by increases in the taxbase. Government Grants were forecast to increase by £4,143k, with this wholly being front loaded in 2023/24 as a result of the Spending Review announcements and increases in Social Care Funding. Furthermore, retained Business Rates income is forecast to increase by £5,268k primarily driven by inflationary increases. This position is netted down by the unwinding of £4,890k of one-off funding, predominantly linked to the release of COVID-19 funding.
20. Inflation represents the single largest element of the underlying savings requirement, reflecting the growing cost of maintaining current service provision, with a headline pressure of £59,949k over the MTFF period, with this being materially higher than recent budget strategies due to the exceptionally high inflation rates being experienced globally and nationally, in part due to the war in Ukraine. Workforce inflation through anticipated annual

pay awards accounts for £19,120k of this growth, with £9,604k inflation reflecting other contracted expenditure and expenses, offset by increases in recharges and contributions to services, all of which span across all of the Select Committees.

21. Specifically, within the remit of this Committee, energy and fuel are forecast to add £5,230k to this value, with increases significantly above standard inflation indices in the short-term with an uplift of 88.3% for energy in 2023/24 and 31.8% for vehicle fuel, with uplifts anticipated to reduce to 5% per annum from 2024/25.
22. Increasing demand for services linked to a growing and changing population accounts for £23,171k of the projected savings requirement, which reflects Hillingdon's growing population and the impact this has on services. Areas impacting on this Select Committee include:
  - a. Cyber Security: With the continuing threat from cyber-attacks and the increasing complexity of such attempts against the Council's ICT systems, the Council's budget proposals include an investment of £90k to further increase the Council's resilience in this area to support the delivery of Council Services and protect residents' and commercial data.
23. Corporate Items, which primarily relate to the ongoing costs of financing capital investment, represent the remainder of the budget gap with £11,676k growth required over the MTFF period. Budgeted capital investment in the current programme is the key driver of a £6,475k growth in debt financing and repayment costs over the medium term. The remaining balance of Corporate Items relate to movements in the TfL Concessionary Fare Levy (£4,104k) and use of capital receipts to finance transformation activity (£1,029k), alongside moving the Council Tax Older People's Discount to being funded from base budget rather than Earmarked Reserves, with funding coming in from Hillingdon First Limited from 2023/24 and 2024/25.
24. The approved budget presented to Cabinet and Council in February 2023 included a saving programme of £45,683k over the five-year period, leaving a budget gap of £9,731k by 2027/28 still to be found. Within the Savings Programme, £4,072k related to Further BID Reviews that were yet to be identified.

### **New and Emerging Risks**

25. In light of the exceptional inflation environment that the economy continues to experience, the Council has begun to refresh its savings requirement over the budget strategy period, with inflation rates forecast to average at 7% for 2023 before reducing to 3% by 2024 before returning to the Bank of England target rate of 2% thereafter. The local experience suggests that inflationary uplifts to contract expenditure run at a time lag between CPI updates and spend. The Council has therefore reassessed the inflationary requirement associated with contracted expenditure, including within Social Care placements and SEND Transport, as well as rebasing workforce inflation based on the latest pay award offer. To this end, it is anticipated that further savings will be required by 2028/29 to fund additional inflationary demand, with this impact likely to be front-loaded, but set within the context of very limited government funding information being available from 2025/26 onwards.
26. Furthermore, demand-led growth continues to be monitored on a monthly basis, with the latest intelligence showing signs that the legacy elements of pandemic-driven demand for

services has largely been accounted for within the Council's budget strategy, with other issues like the cost-of-living crisis impacting on services, particularly homelessness. This area will remain under close review in development of budget proposals for 2024/25 and beyond.

27. These factors are being fed into a reassessment of the savings requirement against which proposals for the 2024/25 budget and MTFF to 2028/29 are being developed, with the monthly budget monitoring updates to Cabinet providing commentary on these drivers.

### **Strategy to deal with the Budget Gap**

28. Due to the revised forecast for the new and emerging pressures, the Council is therefore undergoing a series of reviews to address this new and the emerging position, with an ongoing update of transformational workstreams, a further review of the existing saving programme and a refresh of the Council's Fees and Charges schedule and policy to bridge this gap.
29. As part of this work, the Council will also incorporate its standard approach to assessing the savings requirements strategy, including:
  - a. Service Transformation, which represents the single largest category of savings, with items presented in this category primarily linked to implementation of the BID Programme;
  - b. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn and similar exercises being undertaken by Finance;
  - c. Effective Procurement savings capture the benefits secured from efficiency savings from contracted services and reviews of delivery models in a number of areas;
  - d. Preventing Demand - initiatives such as the Supported Living Programme where investment in early intervention and other support can avoid more costly intervention at a later date, and;
  - e. Income Generation & Commercialisation proposals primarily relate to amendments to Fees and Charges.
30. With the current monitoring position forecasting General Balances to be £26,869k by 31 March 2024 and the Council's reserves policy setting a minimum reserves balance of £22,000k, there is a need to deliver against these workstreams at pace. The initial review of the revised savings requirement and savings programme will be presented at December Cabinet and to Select Committees in January 2024 alongside the public consultation on the budget for the forthcoming year.

### **MTFF Process Update and Timetable**

31. The timetable for the budget process follows a similar format to previous years, with the consultation budget being presented by Cabinet in December for consideration by residents and Select Committees during January, before final budget proposals are considered by Cabinet and Council in February. Alongside this local process, the Council will receive indicative funding allocations for the forthcoming year from Central Government in December, which will be confirmed in advance of the new financial year starting in April.

**Table 4: Budget Setting Timetable**

December	Provisional Local Government Finance Settlement
	Consultation Budget Report to Cabinet
January	Public Budget Consultation
	Following year Budget Proposals to January Select Committees
February	Final Local Government Finance Settlement
	Final Budget to Cabinet and Council

### **Next Steps**

32. The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet in December 2023 and issued for consultation during the remainder of December 2023 and January 2024. This will include detailed consideration by each of the Select Committees of the proposals relating to their respective services.
33. Key issues within the remit of this Select Committee will continue to be tracked through the Council's budget monitoring process, with monthly reports to Cabinet detailing the latest position and outlook for 2023/24.

### **Implications on related Council policies**

Select Committees are at the heart of how the Council shapes policy at Member level.

### **How this report benefits Hillingdon residents**

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

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

The Council's Budget: General Fund Revenue Budget and Capital Programme 2023/24 – reports to Cabinet 16 February 2023 and Council 23 February 2023.

The Council's Budget: 2023/24 Revenue and Capital Month 2 Budget Monitoring – report to Cabinet 27 July 2023.

## EMPLOYEE SKILLS, LEARNING & DEVELOPMENT

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Suzie Horn – Central Services Directorate
<b>Papers with report</b>	None
<b>Ward</b>	All

### HEADLINES

This report provides an overview of the Council's Learning & Development (L&D) Function and the work they are doing to ensure employees have the necessary skills and development opportunities enabling them to be successful in their roles and support residents.

### RECOMMENDATIONS

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

### SUPPORTING INFORMATION

Talent is a vital enabling factor in the HR strategy. As a fundamental part of the HR strategy, talent is key for us to deliver services to residents. Through a review of the needs of the Council at present, taking into account the expected needs in the future, current macro economic and wider labour market challenges, talent attraction, development and retention is critical.

A clear plan of talent needs, talents that need to be bought in and talent that needs to be grown will help ensure the right skills are available in the Council at the right time. This will also provide career paths for employees and aid retention of skills. There are a variety of different methods used to ensure that employees have a comprehensive talent offering.

With a skills shortage being experienced throughout the labour market, but acutely in the public sector, there is a need for a comprehensive learning and development offer to attract and retain employees. With a broad, encompassing plan and foresight the aim is to reduce the impact of the skills shortage in years to come.

#### Induction

The L&D team continually monitor and adapt the induction offer for new employees joining the Council. Whilst during the pandemic it was essential to move training and induction online with sessions held remotely, now officers have the opportunity to review the effectiveness of this and adapt the approach to different learning needs.

Following a review of current process, a new face to face induction session for all new employees on permanent contracts has been launched. These sessions are introduced by Tony Zaman and includes presentations from CMT members and the Head of HR as well as other Council services to provide new starters with information relating to:

- Working in a political environment
- Hillingdon's Strategy, aims and commitments
- Our people strategy, performance management and expectations of employees
- Employees benefits
- Local Government Pension Scheme
- Our commitment to Equality, Diversity and Inclusion and the Employee Wellbeing offer

Research shows that an effective induction supports new employees to better understand the organisation, their role and organisational values allowing them to become productive more quickly. Further existing research suggests that induction is clearly linked to employee retention. Therefore, induction is a crucial foundation to the engagement and retention strategy.

In addition to an in-person induction session, Learning Zone (the Learning Management System) also has a number of mandatory modules that employees must complete. Through a recent upgrade managers can now monitor compliance with the induction programme and meet probation expectations.

Plans are also underway to develop a specific induction programme pathway for all new managers, whether new to the organisation or newly promoted. This will consist of essential masterclass programmes including Performance Management, Managing Difficult Conversations and Employee Relations. This ensures that all new managers have the necessary skills to succeed within their role.

## **Performance Management**

A recent relaunch of the performance management process encourages all employees and managers to meet regularly to review personal objectives, consider barriers to their achievement, discuss workloads, wellbeing as well as development needs. These objectives are linked to the overall Council Strategy. Managers are aware that these development needs are met in a range of ways, and that a formal training course is not the only option available to them. Shadowing and coaching opportunities enable employees to learn from their peers to develop service specific skills.

Identified training needs will be used to formulate a Corporate Training Calendar. These requests are currently being collated; once the training calendar is finalised, it will be shared with Managers and employees to enable them to book on to or access specific learning.

L&D are also reviewing all courses available through the Learning Zone 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.

## **Early Careers**

The Early Careers strategy considers the various options available to attract and develop new joiners to the Council which is fundamental to growing the own talent in hard to recruit areas. It is a key lever in tackling the skills shortage being experienced at present. Through the use of Early Careers initiatives now future skills shortages can be softened.

Apprentices have been used across the organisation since the introduction of the Levy in 2017. Since this date, over 586 of Hillingdon Council and maintained school's employees have successfully accessed this type of learning. Developing a 'grow your own' culture is important to

the success of this initiative and many apprentices have already successfully been appointed into permanent positions in the Council. This is an area that will continue to be developed to identify new areas of the Council which could be supported by Apprentices and ensuring the Council stay up to date with new apprenticeship standards.

Apprenticeship Levy funding can also be used to upskill existing employees and 79 employees have accessed an apprenticeship programme since 2018.

Last year, T-Level students were introduced to the Council, working with the local college provider. This is an approach that is being enhanced for 2023/24, aiming to provide opportunities for up to 10 T-Level students. Working with SMTs officers are currently identifying teams/ services where these roles will be situated with the possibility of designing a rotation scheme enabling these students to experience different services within the Council. The intention is to develop these young people and encourage them to apply for Apprenticeship vacancies at the end of their programme of learning.

Interns and Graduate programmes are areas of development for the L&D team, with the first intern due to join Hillingdon's Waste Service in October 2023. Again, work with SMTs is being undertaken to approve these routes into learning and identify placement opportunities.

To fully maximise the apprenticeship levy investment, thus ensuring money is not being sent back to Central Government unnecessarily, officers are also regularly engaging with Hillingdon maintained schools to increase the number of new apprenticeships and completions.

## **Talent Development and Succession Planning**

A focus moving towards the end of 2023 is to complete a full succession plan of the top four levels of the organisation allowing a greater understanding of skills and experience already within the Council. This will also allow clarity for succession plans for critical roles and inform development programmes for specific individuals.

Furthermore, the process will also identify potential top talent who have potential to be the next leaders of the future. Once identified development plans need to be put into place to develop and retain the individuals.

Research shows that there is a clear link between having a diverse workforce and improved performance, decision making and effectiveness.

Combining effective talent and succession planning with an understanding of the diversity of the current management structures will allow Hillingdon to engage positive action in recruitment and development activities to address inequalities and increase representation, where it is appropriate and relevant to do so.

Understanding the diversity of the workforce will allow for programmes to be developed to meet the needs of those with different skills and experience.

## **Management Development**

There is an established link between management capability and productivity of the workforce. It is therefore essential that managers have the necessary skills to lead teams and services. Reviewing the data from the Talent and Succession Plans, a range of qualification programmes

are being compiled to support their development. Utilising funds from the Apprenticeship Levy wherever possible is key and offering a range of Management programmes from Level 3 (First Line Managers) to Level 7 MBA programmes removes any costs to the Council. Programmes such as these also allow employees to learn with employees of other organisations which allows them to see other perspectives.

The quality of the training provision will be monitored and an application process will be formalised for all management apprenticeship programmes, ensuring that employees are committed to completing the programme of learning. These successful employees will then be used to mentor future students.

Supplementing these qualification programmes with Hillingdon specific learning will create a well-rounded management development experience; ensuring that managers are fully versed on the Hillingdon ways of working and processes, as well as being clear on expectations of being a manager.

Training on topics such as understanding bias in decision making, cultural competency and creating an inclusive workplace will be important elements of this. Embedding cultural change and attitudes in creating a diverse and inclusive workplace will need to be supported by senior leaders.

Masterclasses around Finance, Complaints Handling, Understanding Data and HR policies will ensure that managers are given all the skills needed to succeed in their role. Developing skills in providing feedback to employees will encourage good management practices.

A separate Management & Leadership programme is in development to ensure that managers have access to just in time learning around HR policy and processes.

## **Learning Zone**

The Learning zone system enables employees to access learning at a time suitable to them. The externally hosted system provides employees with a suite of online learning which can assist with their development needs. The site is also used to promote face to face learning programmes and webinars collating employee training records.

Upgrades to the Learning Zone system will provide an integration between Learning Pool (the Learning Management System) and ResourceLink (the HR and Payroll System). This will allow the systems to interface removing the need to maintain 2 systems and allow employees to log in through single sign on.

The refreshed system will also allow 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's training activity and promote learning programmes to support their employee's development.

## **Accessibility for all**

The learning and development offering needs to be fully inclusive and supportive of the HR strategy. All employees need to have equal opportunity to grow within their role and the learning available needs to be accessible to all. This means using a variety of different learning methods and technology as tools to develop employees.



Officers will continue to combine this with the early careers work to support vulnerable people to access supported employment opportunities, for example Project Search and supporting Care Leavers.

## **RESIDENT BENEFIT**

Residents will benefit from a corporate training programme that supports the development needs of the organisation enabling employees to offer excellent customer service. Upskilling managers will ensure that Hillingdon's greatest resource feels valued and supported which will, in turn, ensure a more engaged workforce 'putting our residents first'.

## **FINANCIAL IMPLICATIONS**

None.

## **LEGAL IMPLICATIONS**

None.

## **BACKGROUND PAPERS**

NIL.

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## POLICY REVIEW DISCUSSION & GUIDANCE

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Ryan Dell – Democratic Services
<b>Papers with report</b>	Appendix 1 – Guidance on undertaking policy reviews
<b>Ward</b>	All

### HEADLINES

To discuss ideas on suitable next review topics by the Committee. To assist, this report provides guidance on the Committee’s remit, an overview of how reviews can be undertaken, potential new and previous review topics and a scorecard to use to assess.

### RECOMMENDATIONS

That the Select Committee:

1. **Note the guidance on undertaking policy reviews in Appendix 1;**
2. **Seek to make use of the scorecard attached in Appendix 1 (Annex A) to assess any policy review topic ideas;**
3. **Agree a topic or develop a shortlist of potential topic ideas for officers to scope further and report back to the Committee;**
4. **Delegate to the Democratic Services Officer, in conjunction with the Chairman (and in consultation with the Opposition Lead) any further agreement on review topic selection as required.**

### SUPPORTING INFORMATION

#### The Committee’s direct remit of activity

This Select Committee’s specific Terms of Reference are set out below along with any cross cutting topics. These set the parameters (or service areas) in which the Committee can undertake a policy review, present findings, request information reports and provide direct input on matters:

Cabinet Member Portfolios	<ul style="list-style-type: none"> <li>• Leader of the Council</li> <li>• Cabinet Member for Corporate Services</li> <li>• Cabinet Member for Finance</li> </ul>
Relevant service areas	<ol style="list-style-type: none"> <li>1) Democratic Services</li> <li>2) Corporate Communications</li> <li>3) Corporate Finance</li> </ol>

	<p>4) Procurement  5) Exchequer &amp; Business Assurance Services  6) ICT  7) Legal Services  8) Human Resources  9) Business Administration  10) Business Performance  11) Customer Access  12) Business Improvement Delivery (BID)</p> <p>This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:</p> <ul style="list-style-type: none"> <li>• Resident Experience</li> </ul>
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**Selecting a topic and undertaking a review**

Appendix 1 attached provides detailed guidance on selecting topics and undertaking any policy review. A Scrutiny Topic Scorecard is provided to assist with this. Further guidance can be sought from Democratic Services.

**Previous policy reviews**

It is advised not to review an area that has either been recently reviewed by a committee or is subject to internal review or planned service transformation to avoid duplication and additional resourcing. A list of past reviews over recent years, pertinent to this Committee’s remit is shown below for information:

- Procurement (review report being finalised)
- Performance Monitoring and Reporting (2021/2022)
- Voluntary Sector Response to Covid-19 (2021/22)
- Combatting homophobic, biphobic and transphobic bully of young people (2019/20)
- Payment modernisation for key residents’ services (2018/19)
- Digital broadcasting of council meetings (2018/19)

**Possible topics under current consideration**

Members may wish to present their own new topic ideas at the meeting and provide details of what particular aspects merit a review to assist officers in any scoping exercise.

It is important to differentiate between “information reports” you may wish to come before a committee to look at a service and then “review topics” which are more in-depth reviews resulting in a final report and the focus of this report.

As mentioned in Appendix 1, one way to ‘test out’ a potential policy review topic would be to add it as an ‘information report’ to an upcoming meeting on your work programme, to probe the matter further with Council officers or other stakeholders and ascertain whether it merits a fuller review – again perhaps running it through the Scrutiny Topic Scorecard provided.

From recent committee meetings, Members and the Chairman have suggested these as possible review topics to scope or narrow down further:

1. Human Resources and planned changes
2. The Council's transformation programme
3. Recruitment challenges since the pandemic
4. Home working – direction of travel and what success will look like

### **Implications on related Council policies**

A statutory role of the Select Committees is to undertake policy review and make recommendations to the Cabinet who are responsible for the Council's policy and direction. Reviews selected should be consistent with the Council's policy and budgetary framework.

### **How this report benefits Hillingdon residents**

None at this stage, pending any findings and recommendations devised in the final report.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

### **BACKGROUND PAPERS**

NIL.

# Appendix 1 - Guidance on undertaking policy reviews

Over the years, Hillingdon's overview and scrutiny committees have undertaken successful in-depth reviews of Council services and policies. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such committees engage Councillors in a wide range of Council activity and build a greater understanding about service provision to residents.

Policy reviews generally seek to:

1. Address a [significant] matter affecting the Borough
2. Seek to improve the delivery and/or efficiency of local services
3. Consider changes to policies or procedures to improve outcomes to residents/users

## REVIEW PHASES

The typical phases of a review are as follows and set out further below:

- 1 Selection of topic
- 2 Scoping the review / setting out objectives
- 3 Witness & evidence stage (this is the main activity)
- 4 Findings and Draft recommendations (possible early report draft)
- 5 Final report approved by Committee
- 6 Referred to Cabinet for consideration
- 7 Monitoring the implementation of recommendations once approved / amended by Cabinet at meetings, i.e. in twelve months

### 1. Selection of topic

It is always best to sound out and check the feasibility of potential review topics early on, as there will be lots of ideas coming forward and often knowing what topic will add most value will be difficult to gauge at this stage. It is important not to generalise, e.g. a review into waste services. Potential topics should

It may also not be known whether a topic is currently under review by the Cabinet or Council officers or part of a planned service transformation in due course. All of this and other factors need to be investigated and in particular, any duplication of review activity should not take place.

Whilst most policy reviews last a number of months, not all policy review ideas will suit this and may benefit from a single meeting review. It really depends on the scope of the review. It very narrow, i.e. a particular service policy, then a single meeting review may suffice. If a review seeks to look at an entire way a service operates then a number of months may be required to ensure you can undertake all your witness sessions and secure the necessary evidence and information

before you formulate your findings.

Ideas for review topics can come from a number of sources including:

- Committee Members
- Cabinet Members.
- Council officers
- External partners / organisations
- Residents
- Ombudsman findings

When Councillors or the Committee itself considers a potential review topic, it is recommended running it through the Scrutiny Topic Scorecard (see Annex A). This gives you the opportunity to 'score' topics based upon their impacts under the following criteria:

<b>Resident focused</b>	<b>Influence</b>	<b>Achievable</b>
<b>Correct remit</b>	<b>New</b>	<b>Wider support</b>
<b>Drives improvement</b>	<b>Drives transformation and efficiency</b>	<b>National impact</b>

Another way to consider a potential review topic, is to add this as an information item at an upcoming meeting on your work programme, to probe the matter further with Council officers and ascertain whether it merits a fuller review – again perhaps running it through the Scorecard above.

It is strongly advised that one review topic is undertaken at any one time, given resources.

## 2. Scoping report

Once a topic is agreed upon by the Committee, then officers will prepare a scoping report setting out the objectives of the review for your consideration. The scoping report will show how the review can be timetabled and structured, i.e. through themed witness sessions, along with details of potential witnesses and other contextual information to get the review started, e.g. lines of enquiry or questioning of witnesses.

The scoping report is a 'live' document owned by the Committee. Should the review's focus change mid-review, then the scoping document and its objectives can be adapted.

## 3. Witness and evidence stage

Ultimately, the Committee's efforts are at their best when external witnesses and residents participate, adding value to intelligence gathering and findings. In support of this, Committees have undertaken a variety of both formal and informal activity "in meetings" and "outside meetings". It is important to pull together a broad evidence based for any potential findings later on. Additionally, the ability for Councillors to bring their 'local' insight is highly valuable. Activities the Committee can undertake include:

- Surveys / social media
- Promotion of review to seek views
- Invite the relevant Cabinet Member to attend for their views
- Question key council officers

- Hold informal workshops
- Networking events, e.g. with partners
- Have closed meetings, i.e. confidential, such as social care clients
- Commission reports from council officers / externally
- Request data and intelligence on the topic
- Visits to other local authorities
- Undertake site visits within the Borough or council facilities
- Appoint experts or advisors to join the Committee throughout its review
- Selecting the best range of witnesses to get a real user / resident perspectives
- Invite national experts in their field

Whilst information will be provided to Councillors, it may be helpful when preparing for this stage of a review, that Councillors:

- Prepare their draft questions for each witness in advance;
- Read a witness bio or find out more about their organisation;
- Do their own additional research on the topic - you may find something officers don't!
- Use their network of councillors in other local authorities to seek views;
- Tell residents at Surgeries / Ward Walks about your review, get their thoughts.

#### **4. Findings and draft recommendations & 5. Final Report**

After hearing from witnesses and receiving evidence, the Committee then will meet to pull together all the information and shape its collective findings, i.e. what needs to be improved or changed as a result.

The Committee will form 'draft' recommendations from this, which consistent with the Protocol on Cabinet and Scrutiny Relations, are usually shared with the Cabinet Member for their feedback and valuable insight.

In developing any recommendation, the Committee should bear in mind the following:

- Meet the initial aims / objectives of the review
- Be SMART, Specific, Measurable, Achievable, Relevant, Time-bound
- Not be a short-term fix, but a lasting outcome
- Consider the financial aspect, e.g. cost neutral, provide savings or if at a cost, then affordable – and if possible aligned with the MTFP (budget planning process)
- Be based on a broad evidence base as possible and 'user or resident' insight
- Not create additional bureaucracy, e.g. if it relates to a policy, then to seek to review or amend existing policies (unless there is an absolute imperative for a new policy)
- If publicity or wider engagement or education is recommended, to target such communications as best as possible rather than generally
- Consider 'conclusions' as well as any specific recommendations.

Around this time, the Democratic Services Officer supporting the Committee will advise further on findings and drafting recommendations. Throughout this process, their role is critical to the Committee, to guide Members and secure the information and any witness activity that Members wish to undertake. They also work with the Chairman to bring the final draft report for the Committee to approve before it is scheduled to Cabinet.



## **6. Referred to Cabinet**

The Committee's report will be shared with the Leader and Cabinet Member and scheduled to a Cabinet meeting as soon as possible. There is a legal requirement for any such report to be considered by the Cabinet. Should Cabinet approve the Committee's recommendations, then they become official policy and officers are charged with implementing them.

## **7. Monitoring of recommendations**

A post report review is undertaken in say 6 months or a years' time to see how the Committee's recommendations have been implemented. This is scheduled on your work programme.

## Annex A – Scrutiny Topic Scorecard 2022-2026

<b>Topic</b>	<i>Criteria scores showing 1-5 (5 being the highest, 0 the lowest). Then add up the total score. The higher the better review.</i>									
	<b>Resident focused</b>	<b>Correct remit</b>	<b>Influence</b>	<b>New</b>	<b>Achievable</b>	<b>Wider support</b>	<b>Drives improvement</b>	<b>Delivers transformation and efficiency</b>	<b>National impact</b>	<b>Score</b>

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See criteria descriptions overleaf...

**Detailed criteria to assess review scoring** (5 being the highest, 0 the lowest)

**Resident-focused** – The topic will have high impact on residents and the community, with public interest and scope for making a positive difference (can be universal or a targeted group of people or an area of the Borough e.g. young people or a particular town centre)

**Correct remit** – A topic that is clearly covered in the Committee’s Terms of Reference and does it cut clearly into the domain of other Committees (unless a cross-cutting brief). If it does, then see if you can narrow the focus of the topic.

**Influence** - A topic that relates to a service, event or issue in which the Council is in control of, has a significant stake in or influence over the matter, e.g. with partners.

**New** - A new, fresh topic preferably. One which has not previously been reviewed by a Committee in the last 2-3 years, or which is not currently being reviewed by another Committee or internally by Cabinet Members and Officers, e.g. through service transformation.

**Achievable** – A topic that is not open ended. One where the Committee’s work programme can accommodate the review. Where there is likely to be a good level of expertise and information to draw on to complete. Does the topic need to be narrowed to make it more achievable?

**Wider support** - A topic that is likely to receive buy-in from the Committee and wider Council, e.g. Cabinet Members, Officers. Or support is welcome from partner organisations to review the matter.

**Drives improvement** - A topic where performance levels of a service have dropped on a consistent basis, or the contractor is not performing against agreed standards or there are significance (evidenced) complaints or feedback from residents on the matter.

**Delivers transformation and efficiency** – a topic in support of the Council budgetary objectives, any areas where service re-modelling is under consideration in the medium to longer-term, that with Members’ insight can help to deliver future savings, efficiencies and value for money services to residents. A topic where new ways of working could be adopted to benefit service delivery.

**National impact** – A topic where emerging or recent legislation mean that it would be timely to review the matter to ensure Hillingdon Council is well prepared. Or a topic, that whilst Hillingdon focussed, could potentially be of benefit to other local councils or governmental authorities.

## CABINET FORWARD PLAN

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Ryan Dell, 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>

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## BACKGROUND PAPERS

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

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

## AUGUST 2023 - NO CABINET MEETING

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

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

102	<b>Commissioning of services from the voluntary sector</b>	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		<b>Cllr Douglas Mills - Corporate Services</b>	<b>Finance &amp; Corporate Services</b>	<b>C - Kevin Byrne</b>			Public
005	<b>Revenues &amp; Benefits Contract Award</b>	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		<b>Cllr Martin Goddard - Finance</b>	<b>Finance &amp; Corporate Services</b>	<b>R - Iain Watters / Trudie Eldriny</b>			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		<b>All Cabinet Members</b>	All	<b>C - Democratic Services</b>			Public
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		<b>Cllr Martin Goddard - Finance</b>	<b>Finance &amp; Corporate Services</b>	<b>R - Andy Evans</b>			Public
SI	<b>Reports from Select Committees</b>	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	<b>C - Democratic Services</b>	TBC		Public

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## Scheduled Upcoming Decisions

Ref

Further details

Ward(s)

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

### 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)
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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
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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
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### 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
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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
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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
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Ref	Scheduled 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										
<b>Cabinet Member Decisions expected - November 2023</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 meeting - Thursday 14 December 2023 (report deadline 27 November)</b>										
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 - 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	<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
<b>Cabinet Member Decisions expected - December 2023</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 meeting - Thursday 11 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

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

## Cabinet Member Decisions expected - January 2024

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 15 February 2024 (report deadline 29 January)

110a	<b>The Council's Budget - Medium Term Financial Forecast 2024/25 - 2028/29 (BUDGET FRAMEWORK)</b>	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 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	<b>The Schools Budget 2024/25</b>	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	<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	CS - 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	CS - Democratic Services	TBC		Public

## Cabinet Member Decisions expected - February 2024

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	CS - Democratic Services	Various		Public
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# Scheduled Upcoming Decisions

Ref

Further details

Ward(s)

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

## Cabinet meeting - Thursday 21 March 2024 (report deadline 4 March)

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	CS - 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. 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	<b>Reports from Select Committees</b>	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

SI Page 7	<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	CS - Democratic Services	Various		Public
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## Cabinet meeting - Thursday 18 April 2024 (report deadline 1 April)

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.	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 2024

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
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# Scheduled Upcoming Decisions

Ref

Further details

Ward(s)

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

## 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)
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)

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# Scheduled Upcoming Decisions

Ref

## Further details

Ward(s)

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

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## WORK PROGRAMME

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Ryan Dell, 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 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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