



HILLINGDON  
LONDON



# Finance and Corporate Services Select Committee

## Councillors on the Committee

Councillor John Riley (Chair)  
Councillor Wayne Bridges (Vice-Chair)  
Councillor Kaushik Banerjee  
Councillor Kishan Bhatt  
Councillor Narinder Garg  
Councillor Raju Sansarpuri  
Councillor Stuart Mathers (Opposition Lead)

**Date:** THURSDAY, 8 FEBRUARY  
2024

**Time:** 7.00 PM

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

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

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information.**

Published: Wednesday, 31 January 2024

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## Terms of Reference

### Finance & Corporate Services Select Committee

#### Remit

To undertake the overview and scrutiny role in relation to the following Cabinet Member portfolio(s) and service areas:

Cabinet Member Portfolios	Leader of the Council Cabinet Member for Corporate Services Cabinet Member for Finance
Relevant service areas	Democratic Services Corporate Communications Corporate Finance Procurement Exchequer & Business Assurance Services ICT Legal Services Human Resources Business Administration Business Performance Customer Access Business Improvement Delivery (BID)

#### Cross cutting topics

This Committee will also act as lead select committee on the monitoring and review of the following cross-cutting topics:

- Resident Experience

# Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 Minutes of the previous meeting 1 – 8
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 The Council's digital journey & resident/Member experience Presentation at the meeting
- 6 Cabinet Forward Plan 9 - 18
- 7 Work Programme 19 - 22

## Minutes

### FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

11 January 2024



Meeting held at Committee Room 5 - Civic Centre

	<p><b>Committee Members Present:</b> Councillors John Riley (Chair), Wayne Bridges (Vice-Chair), Kaushik Banerjee, Kishan Bhatt, Narinder Garg, Raju Sansarpuri and Stuart Mathers (Opposition Lead)</p> <p><b>LBH Officers Present:</b> Andy Goodwin – Head of Strategic Finance Marion Finney – Community Engagement Manager Marie Stokes – Head of Counter Fraud and Finance Anisha Teji – Senior Democratic Services Officer</p>
49.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
50.	<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>
51.	<p><b>MINUTES OF THE PREVIOUS MEETING</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That the minutes from the meeting on 22 November 2023 be agreed.</p>
52.	<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 would be heard in Part I.</p>
53.	<p><b>CABINET'S BUDGET PROPOSALS FOR NEXT FINANCIAL YEAR</b> (<i>Agenda Item 5</i>)</p> <p>The Head of Strategic Finance and Head of Finance – Counter Fraud and Finance introduced the report detailing the draft revenue budget and capital programme for the services within the remit the Committee.</p> <p>Key points from the report were highlighted, including details of the financial pressures generated by the ongoing inflation, growing demand for services and a lack of certainty over Government funding beyond 2024/25, with the budget taking a prudent approach to support financial resilience over the medium term. It was reported that the balanced budget was set to be achieved through a combination of efficiency savings and increases in Council Tax and Fees and Charges.</p> <p>Budget proposals for 2024/5 had been prepared in the context of a wider strategy</p>

addressing the five-year MTFF period. The latest monitoring position for the 2023/24 financial year reported a net underspend of £2k which would leave uncommitted General Balances at £26,848k entering the 2024/25 financial year.

The Committee noted that Cabinet would consider the budget proposals on 15 February 2024 and the report would include comments from Select Committees. Members were informed that Council would meet to agree the 2024/25 budgets and Council tax levels on 22 February 2024.

The Chairman acknowledged that this was a good news budget in incredibly tough times and circumstances.

In response to questions around efficiency savings, collaboration, and shared funding projects with other local authorities, it was explained that the budget gap was identified to consider the value of savings required. This was followed by MTFS strategy workshops where corporate directors were invited to present their proposals and wide-reaching discussions were undertaken. Benchmarking data from other local authorities was considered and at present Grant Thornton was helping to review the budget. Grant Thornton was very knowledgeable and experienced with working local authorities.

The Committee was informed that the Council was very resident driven and service delivery was prioritised. Factors such as inflation and the knock-on effects of wars had impacted the budget and wider service impacts.

Some Members raised concerns about the lack flexibility in the budget and, without investment from the government, questions were raised around sustainability. Concerns were raised around the level of reserves available, Council programs potentially not being delivered, the amount of savings to be made, the manage vacancy approach and the wellbeing of staffing teams that were already under resourced. It was noted that the general reserves were the third lowest in London and the Council was using a substantial proportion of its earmarked reserves. The benefits of transformation were acknowledged but questions were raised about whether the current projects aligned with resident needs. The Cabinet was called to consider ways to build more resilience into the budget taking into account the financial challenges faced by the Council.

Some Members enquired how transformation would be funded if assets were not sold. The closure of childrens centres, nurseries and relocating libraries to release assets was questionable when these services were required by the Community.

Clarification was sought in respect of the Hillingdon first card savings and it was noted that this had been factored into the savings program and was process focussed. It was also clarified that if transformation was not funded by capital assets it would be released from revenue expenditure. It was confirmed that the older people initiative in the capital programme was not related to the older people discount.

It was explained that six million of ear marked reserves were being used and five million of that was budget for. The approach was to have a low level of reserves with a low-level budget strategy to mitigate having those lower risks and there were underspends showing prudence. Contract inflation expenditure was also another prudent area of the budget. Assets were being sold that were in surplus requirement or that were deemed no longer suitable for the services that were being delivered.

It was noted that producing a balanced budget was difficult in the current circumstances. The budget aimed to deliver services in a more efficient way.

Officers were thanked for preparing the budget and for the continued monitoring of service areas. The Committee considered this to be a comprehensive report and easily digestible set of papers.

The following comments were proposed as the Committee's comments.

*'The Committee welcome the Budget as published and consulted on set out in the Cabinet papers of the 14th December 2023, the Council's Budget.*

*We acknowledge the substantial and significant pressures and complexities that are usually involved in a Council setting a balanced Budget across the myriad of disciplines, statutory obligations and service intentions that a council may wish to budget for.*

*This process has been made even more challenging and complex due to the combined effects of inflationary and interest rate pressures contributing to the harsh economic realities for everyone concerned, in working with or being provided for, by the Council. Service provision of every type has been affected by the economic circumstances that the London Borough of Hillingdon has to "live with and in". Add to this the way in which Local Authorities are financed, with the seemingly haphazard and timely unhelpful funding formulas makes budget setting and provision a complexity of extraordinary proportions.*

*In this regard, we commend the work of the Cabinet Member for Finance, in particular, together with the Leader of the Council and Cabinet and of course the Finance Officer Team for their excellent work in achieving a balanced budget for this time period. Many other Local Authorities with the same pressures are failing and will fail to achieve what the whole finance team have done in Hillingdon.*

*We are particularly keen to endorse the proposals for savings, within our Committee remit, while continuing to promote and maintain all services in whatever way can be done so. The clear intention to drive efficiency in service provision without a reduction in service is welcome and necessary. Where necessary some services will need re-balancing or realigning and refreshing to meet the current circumstances.*

*That is only to be expected when applying efficiency standards, prudence in approach and financial rectitude. Strong financial management of the Hillingdon budget is the absolute route to budgetary success.*

*We acknowledge the budget proposals for the committee service areas, the need to update, in as resident focused was as possible, the overall picture regarding fees and charges and council tax is a significant challenge given the economic issues as they have developed in recent years contrasting with the past.*

*Proposals for digitalisation, commercialisation, better use of services and delivery are all budgetary proposals that are welcome and which we as a committee will closely scrutinise to aid the process. We will be keen to engage*

*with reviews around commercialisation in appropriate areas and of services eg Legal services, corporate services and others in our remit.*

*This budget is a significant achievement which is to be commended.'*

A motion was made to submit the comments stated above, and when put to a vote there were four in favour and three against.

**RESOLVED: That the Committee:**

- 1. noted the budget projections contained in the report.**
- 2. Submitted the above statement to Cabinet.**

54. **REVIEW OF THE COUNCIL'S CONSULTATION ARRANGEMENTS** (*Agenda Item 6*)

The Committee agreed to hold a single meeting review to hear further information about the Council's Consultation Arrangements. It heard a detailed presentation from the Community Engagement Manager.

The Terms of Reference for the review were:

1. To investigate the Council's Consultation Arrangements as requested by motion in (initial discussion at Select Committee in October).
2. To review how the voice of our diverse communities are heard working together towards geographical parity.
3. To make any necessary recommendations to Cabinet based on the Committee's findings.

The Committee heard about the Council's Customer Engagement website which was a page on the Council's Sharepoint accessible by all employees. This page was an information hub on how to undertake consultations, different consultation methods, who to contact for support and the general process for the Council's consultation and surveys.

The different types of consultation and engagement methods included:

- ❖ Face to face meetings
- ❖ Virtual meetings / discussions
- ❖ Surveys (online and paper-based, telephone / postal methods)
- ❖ Hybrid sessions
- ❖ Information shared on noticeboards
- ❖ Social media comments / feedback
- ❖ Estate-based events
- ❖ Engagement with community and faith leaders
- ❖ Engagement with residents' associations, tenant groups etc.
- ❖ Assemblies (e.g. older people)
- ❖ Forums (e.g., carers, young people etc.)

The Committee was informed that a form was available for employees to complete which was then reviewed by a member of the Engagement team to review ensuring it was fit for purpose. The form asked for information such as proposed timings, whether it was a statutory consultation and whether it was a statutory consultation. The final consultation was then shared with the WebPage team for comment before making it



available for residents. The consultations were promoted by the Corporate Communications team through different channels such as social media, Hillingdon People magazine and internal communications. Once the consultation was live weekly downloads of response were sent to the relevant team to track progress.

Good engagement needed to be meaningful, timely, a fair representation and honest to provide an overall positive response. Hearing, physical and learning disability factors all needed to be considered when devising consultations.

Members were told that there was a real focus to reach those hard to reach or hidden communities as part of consultations to gain a fair representation. Consultations were tailored and adapted on relevant topics as some may be better through face to face/ virtual hearings, surveys, hybrid sessions, engagement with Community Leaders and resident associations.

An overview of 18 + census data which provided insight into ethnicity, religion, disability and age was provided to the Committee. Key statistics were highlighted through the demonstration of various charts and graphs. It was noted that 18 plus residents were more likely to complete surveys and engage with the Council.

Members were provided with an analysis of consultations comparisons over the space of three years. Three examples were given in library services, budget and ULEZ consultations. These results had been analysed and a common trend was that there had been more consultations over the years which demonstrated the positive effects of the different methods used. It was clear that responses to consultations were dependent on peoples interests at the time. An example was given of the libraries consultation where a majority of people that responded were female and 65+ plus as they were the main service users.

A data comparison was provided from Harrow and Brent as these boroughs had a similar population to Hillingdon.

Areas of recommendation and ideas for the future included widening the provision for hard-to-reach communities, incentives where it was deemed fit, increase in partnership working, increase in engagement budget, increases in youth engagement, engagement with councillors and sharing engagement activity across services.

The Committee heard that the Community Engagement Manager attended a meeting with partners and different services to discuss strategies for driving engagement and participation among young people. The idea of organising a youth assembly, similar to assemblies for disability and older people was proposed. Working closely with Councillors to improve resident engagement and sharing knowledge was also key.

During Member discussions, it was noted that there was a great deal of work that was put into community engagement and officers were commended. Members welcomed the initiatives of speaking to people after they had completed surveys and engaged with services.

It was noted that the spirit behind the motion to Council was in relation to specific postcodes that were engaged throughout surveys and how this engagement could be improved across the Borough. Although surveys were completed based on interest,

	<p>there was a keen focus to ensure that the Borough's voice be heard overall. It was agreed that Councillors and officers would need to go beyond the normal of accepting that certain areas engaged and do more to see how all residents were impacted.</p> <p>Observations made to improve engagement included the length of surveys to make them more appealing reducing them to a few short questions lasting less than a minute. More work could be done on social media to raise awareness such as following up comments left by residents on the Council's Facebook page. Working closing with Councillors and Youth Council to increase engagement in hard-to-reach communities. Members welcomed the use of pop up auto boxes after using services to get feedback and follow up text message services.</p> <p>It was noted that there had been real success in the older peoples' assemblies where there were a significant number of people across the Borough with different demographics. Other ideas to improve engagement included road shows as these had worked well particularly for the NHS.</p> <p>When consultation information was shared in Hillingdon people customer engagement numbers were also provided so that residents could contact the Council and request documents. There were a number of language translations available and this also sometimes prompted further engagements with residents. There was ongoing work with the Youth Council to increase their involvement in consultations. The Communications team was responsible for the Council's website and engagements.</p> <p>A suggestion was made to improve the 'my Hillingdon account' as there were already a number of users and having a live consultation tab would be useful.</p> <p>Overall, the importance of teamwork and collaboration for successful community engagement within the Council was emphasised.</p> <p>The Committee thanked officers for their attendance and agreed to send any recommendations to Democratic Services.</p> <p><b>RESOLVED:</b></p> <p><b>That the Finance and Corporate Services Select Committee:</b></p> <ol style="list-style-type: none"> <li>1. noted the evidence heard at the witness session.</li> <li>2. agreed to send any potential recommendations to Democratic Services.</li> </ol>
55.	<b>CABINET FORWARD PLAN</b> ( <i>Agenda Item 7</i> )
56.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 8</i>)</p> <p><b>RESOLVED: That the updates and work programme be noted.</b></p>
	The meeting, which commenced at 7.00 pm, closed at 8.35 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Anisha Teji on 01895 277655 or [ateji@hillingdon.gov.uk](mailto:ateji@hillingdon.gov.uk).

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Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## CABINET FORWARD PLAN

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Liz Penny, Democratic Services
<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 Committee considers 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>

Page 10

## BACKGROUND PAPERS

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

# 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

## Cabinet meeting - Thursday 15 February 2024 (report deadline 29 January)

204	<b>Social Care Systems</b>	Cabinet will consider a contract for the annual cloud hosting, support & maintenance of the Social Care systems (Adults, Children's, Early Help Modules) and Education providing enhanced insights. The proposal is to implement these into a single supplier solution, rather than 5 separate systems at present. This will not only provide long-term cost savings and streamline processes, but by employing individual data records across the Council and partner organisation far more effectively, it will ultimately assist in improving quality of lives.	N/A		Cllr Douglas Mills / Cllr Jane Palmer	Finance & Corporate Services	Helen Vincent / Matthew Wallbridge - Digital		<b>NEW ITEM</b>	Private (3)
184	<b>Device and Technology Refresh</b>	Cabinet will consider the procurement and funding for an upcoming refresh of the computing devices and telephony used across the organisation for effective work productivity, collaboration and communications. Cabinet will also consider the related support costs and licenses.	N/A		Cllr Douglas Mills - Corporate Services	Finance & Corporate Services	Matthew Wallbridge / Dale Gordon			Private (3)
100a Core 11	<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	<b>Proposed Full Council adoption - 22 February 2024</b>	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 - Sheilender Pathak	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

**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

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

156	<b>Occupational Health (OH) Services and Employee Assistance Programme (EAP) Contract Award</b>	Cabinet will consider new contracting arrangements for Occupational Health (OH) and Employee Assistance Programme (EAP) services managed by HR. These services are available to all Council employees and where applicable contractors, delivered by suitably qualified medical professionals including but not limited to; pre-employment health reviews, assessments for safety critical posts, in-service referrals as a result of accident/injury at work, referral to other specialist medical practitioners, medical advice for managers related to employee ill health, ill-health retirement and confidential employee support services. Prevention, advice and trend forecasting is also provided to support and improve the health and productivity of the workforce.	All		Cllr Douglas Mills	Finance & Corporate Services	C - Suzie Horn			Private (3)
158	<b>Counter-fraud and corporate related investigative policies</b>	Cabinet will consider a suite of policies for the next 3 years relating to the investigative framework used by the Council for counter-fraud related purposes.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Alex Brown			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. 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	<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



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)
Ref										
SI = Standard Item each month/regularly Council Directorates: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services										
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet Member Decisions expected - April 2024</b>										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet meeting - Thursday 23 May 2024 (report deadline 3 May)</b>										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
<b>Cabinet Member Decisions expected - May 2024</b>										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet meeting - 27 June 2024 (provisional)</b>										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	Budget Outturn 2023/24	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
<b>Cabinet Member Decisions expected - June 2024</b>										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		C - Democratic Services	Various		Public
<b>Cabinet meeting - Thursday 25 July 2024 (provisional)</b>										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	All	C - Democratic Services	TBC		Public
<b>Cabinet Member Decisions expected - July 2024</b>										

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										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		C - Democratic Services	Various		Public
<b>AUGUST 2024 - NO CABINET MEETING</b>										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet meeting - Thursday 12 September 2024 (provisional)</b>										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	C - Democratic Services	TBC		Public
<b>Cabinet Member Decisions expected - September 2024</b>										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet meeting - Thursday 10 October 2024 (provisional)</b>										
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
<b>Cabinet Member Decisions expected - October 2024</b>										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
<b>Cabinet meeting - Thursday 7 November 2024 (provisional)</b>										

# 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	<b>Consideration of setting a licensed deficit budget for any schools in the Borough</b>	A standard report each year, where Cabinet may consider whether it is required to set any licensed deficit budget for any schools that have applied.	TBC		Cllr Susan O'Brien - Children, Families & Education / Cllr Martin Goddard - Finance	Finance & Corporate	R - Sheilender Pathak			Private (3)
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>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

### Cabinet Member Decisions expected - November 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 MEMBER DECISIONS: Standard Items (SI) that may be considered each month

SI	<b>Urgent Cabinet-level decisions &amp; interim decision-making (including emergency decisions)</b>	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cllr Ian Edwards - Leader of the Council	TBC	C - Democratic Services	TBC		Public / Private
SI	<b>Ward Budget Initiative</b>	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services / Cllr Ian Edwards - Leader of the Council (if in Ruislip Manor ward)	Finance and Corporate Services	P - Natasha Norton	Local consultation within the Ward undertaken by Ward Councillors		Public

# 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	<b>Release of Capital Funds</b>	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Martin Goddard - Finance (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various	Corporate Finance		Public but some Private (1,2,3)
SI	<b>Petitions about matters under the control of the Cabinet</b>	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		All	TBC	C - Democratic Services			Public
SI	<b>To approve debt / write offs</b>	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Iain Watters			Private (1,2,3)
SI	<b>To approve compensation payments</b>	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		All	TBC	R - Iain Watters			Private (1,2,3)
SI Page 16	<b>Acceptance of Tenders</b>	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance / in conjunction with relevant Cabinet Member	TBC	various			Private (3)
SI	<b>All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions</b>	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		All	TBC	various			Public / Private (1,2,3)
SI	<b>External funding bids</b>	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		All	TBC	various			Public
SI	<b>Appeals in relation to business rates (NNDR)</b>	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Iain Watters			Private (1,2,3)

# 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						
	All	TBC	various			Public

SI	<b>Response to key consultations that may impact upon the Borough</b>	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		All	TBC	various			Public
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## WORK PROGRAMME

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Liz Penny – Democratic Services
<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 Committee considers the Multi-Year Work Programme attached 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
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.

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# Multi Year Work Programme 2022 - 2026

2023/24

Finance & Corporate Services Select Committee	May No meeting	June 14	July 5	September 6	October 19	November 22	January 11	February 8	March 5	April 17
<b>Review A: Procurement in Hillingdon</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting					Findings	Final Report				
<b>Review B: Council's consultation arrangements</b> Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting					Introduction		Witness Findings		Report	
<b>Regular service &amp; performance monitoring</b> Quarterly Performance Monitoring (timeline TBC) Mid year Budget Update Annual complaints & service update report Cabinet's budget proposals for next financial year Cabinet Forward Plan Monthly Monitoring				X X	X	X	X X	X	X	X
<b>One-off information items</b> Scrutiny Introduction (Democratic Services) Policy Review Discussion & Guidance Council Strategy 2022-2026 consultation Update on the work of the Council's Counter Fraud Team Update on the new Member's Enquiry Process Human Resources - digitalisation of processes Customer Service, Contact Centre & transition to digital Staff skills, learning and development Transformation work to deliver savings Treasury Management Update on the Member's Portal and New Member Enquiry Process Internal/external comms update First Aid Awareness and Training The Council's digital journey & resident/member experience			X X	X	X X X X			X		X
<b>Past review delivery</b> Performance Monitoring & Reporting Review 2021/22								X		X
<b>Internal use only</b> Date deadline confirmed to report authors Report deadline Agenda published										

\*for Cttee to discuss post-December Cabinet

## Committee Site Visits

Contact Centre visit (provisional date of 16 October 2023 at 10am)

### Updates from Sept Cttee.:

#### Complaints:

- (a) Member's Enquiries data from March 2023 onwards
- (b) Feedback from Members on MEs process
- (c) Breakdown of method of complaints
- (d) review of 10 day response deadline of complaints

Could be included in October's "Update on the new ME's process" item  
 Could be included in October's "Update on the new ME's process" item  
 To receive outside of meeting?  
 Officers to investigate/ report back?

#### Budget:

- (a) Add item on Calculation of Inflation (possible part 2 item?)
- (b) Info on Capital Programme/ departments lobbying Government
- (c) More info on impact of interest rates/ changes since February Budget

Check with Chair/ add to Work Programme?  
 To receive outside of meeting?  
 To receive outside of meeting?

#### HR/ L&D

- (a) Members' input into Democratic Induction

SH to investigate

#### Procurement review

- (a) Members to submit feedback on recommendations by 23 September
- (b) Final Review to come to October meeting

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#### Next review topic

- (a) HR/ recruitment/ retention
- (b) Customer engagement/ user experience
- (c) First Aid

To add to Oct Work Programme?

#### Work Programme

- (a) Add item on First Aid to October meeting
- (b) Investigate adding item on Calculation of Projected Inflation (Part 27) to future meeting
- (c) Procurement recommendations to be received by Chair/ Dem Serv. by 23 Sept.
- (d) Final Report to come to October meeting
- (e) Add Jan '24 budget details update

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