



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:** TUESDAY 5 MARCH 2024

**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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Contact: Anisha Teji  
Tel: 01895 277655  
Email: [ateji@hillington.gov.uk](mailto:ateji@hillington.gov.uk)

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

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW  
[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

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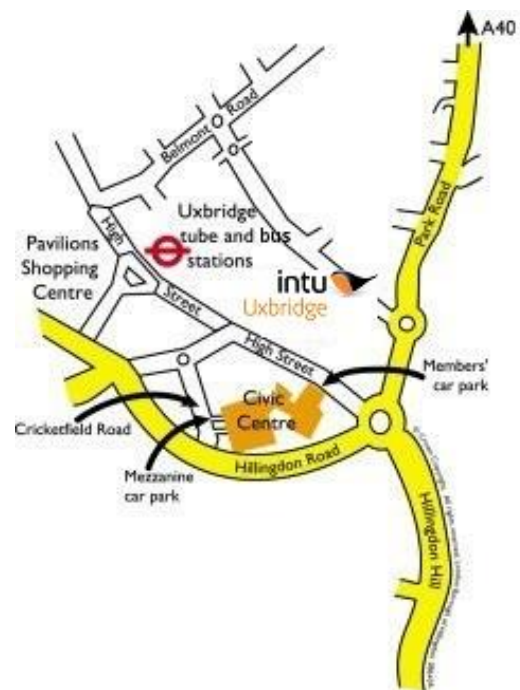
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## Terms of Reference

### Finance & Corporate Services Select Committee

#### Remit

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

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

#### Cross cutting topics

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

- Resident Experience

# Agenda

- 1 Apologies for Absence
- 2 Declarations of interest in matters coming before this meeting
- 3 Minutes of the previous meeting 1 - 4
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Review of the Council's Consultation Arrangements 5 - 24
- 6 Cabinet Forward Plan 25 - 32
- 7 Work Programme 33 - 36

## Minutes

### FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

8 February 2024



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

	<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> Liz Penny – Democratic Services Officer Matthew Wallbridge – Chief Digital and Information Officer</p>
57.	<p><b>APOLOGIES FOR ABSENCE</b> (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
58.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>None.</p>
59.	<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 11 January 2024 be agreed as an accurate record.</p>
60.	<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>
61.	<p><b>THE COUNCIL'S DIGITAL JOURNEY &amp; RESIDENT/MEMBER EXPERIENCE</b> (<i>Agenda Item 5</i>)</p> <p>Matthew Wallbridge, Chief Digital and Information Officer, presented the item. Key points highlighted included:</p> <ul style="list-style-type: none"> <li>• By 2026 officers aimed to invest in digital, data, technology and transformation to become a digitally enabled, modern, well-run Council. Residents would be able to access the services they needed quickly and at their own convenience and processes would be more efficient and effective. Once successfully delivered, the changes would facilitate an improved resident in accessing services and information. Residents would be able to carry out simple transactions quickly and easily, with a more joined up approach ensuring they only needed to make contact once. Staff would be happier, more efficient, and</li> </ul>

equipped with the most appropriate technology they needed to do their jobs. Some of their manual duties would be removed enabling them to focus on higher-value tasks. Officers would have a better understanding of local residents, through the smarter use of joined-up data thereby enabling the Council to continuously improve its services and make better decisions to the benefit of residents. A more sustainable financial model would be in place to improve service delivery while maintaining or reducing costs;

- The focus would be on meeting the needs of residents, particularly those who were most vulnerable. Research and data would inform decision making regarding the products and services residents needed. The aim was to make the Council's services easily accessible to all and improve digital inclusion. At present residents were unable to track the progress of their service requests hence this was an area for improvement. Officers would invest in reducing bureaucracy and paperwork to facilitate quick, data-driven decision making. New business models would be driven by data and cross-functional project teams across the Council would work in a more collaborative and innovative way;
- There had been considerable progress over the last year, but it was acknowledged that there was still plenty to do. It was noted that Hillingdon Council had been the first to deploy an automated voice and web chat solution at scale. It had also been successful in delivering a modern and flexible infrastructure and a programme of connectivity improvements, largely with BT, increasing bandwidth across all sites and across the Borough; this constituted the biggest improvement of any London borough over the last four years;
- In terms of the future, it was recognised that AI was changing society dramatically and it was essential that Hillingdon Council embraced this change. There were 5 current plans in place which related to Customer Experience, Automations and Integrations, Business Intelligence, Consolidating and Improving Systems and Enabling;
- With regard to the Customer Experience, an end-to-end customer journey would ensure residents were updated on their enquiries and transactions. The Council's website would be revamped, and the current 116 telephone numbers reduced to one. A digital inclusion programme would ensure residents had the skills, connectivity and technology they needed and contact with digitally excluded and vulnerable residents would be prioritised;
- In terms of Automations and Integrations, a single front door would be introduced for high cost / high demand services such as Social Care and Housing. Systems would be better integrated, translations automated and AI used as a power for the good;
- Business Intelligence would facilitate evidence-based decision making to challenge current ways of working and service delivery models. A better understanding of residents would assist in predicting demand. Live Ward data would be available to Members;
- Systems would be consolidated and integrated to provide an improved customer experience, better data and to maximise staff productivity;
- A learning and development programme across the organisation would enable officers and Members to be more productive and utilise the technology available. Technology in Committee rooms would be improved;
- The Members Enquiries system had been launched on 11 January 2023. It was acknowledged that there was room for improvement. Feedback from the Select Committee had been taken on board and the system was currently under review. The plan was to improve the current system where possible, provide

further training and then look to provide an improved case-management system in the future.

Members thanked the Chief Digital and Information Officer for his thorough presentation commenting that the Leader and the Cabinet were committed to the digital journey. It was noted that the resident experience was of paramount importance - an easy and convenient system was essential. Members heard that, in future, the majority of residents' enquiries would be handled digitally rather than by telephone. Technology would enable residents to engage with the Council at any time hence would be much more convenient for them. In respect of Housing Repairs, the system would keep residents updated so they did not need to wait at home all day. Technology would also facilitate auto-interpreting and auto-translation to the benefit of residents.

Noting the limitations of AWS, the Committee enquired how the Council was able to keep up with technological changes and the cost effectiveness of moving to another platform. Members were informed that the Council had a multi-talented approach and worked with different providers. AWS connectivity worked well with the Microsoft Azure environment. The aim was to build the Microsoft platform in the future. Microsoft Cloud was already in use and APIs were heavily utilised to enable systems to communicate with each other. It was recognised that there were some limitations as data was constructed in different ways across different systems. A platform was being developed to connect all the strands of data together and the aim was to move to a low code environment using MS power platform. Officers would then be able to take control and make the required changes in-house. It was acknowledged that there were some excellent products available, but cost effectiveness was an issue in many cases. Hillingdon was learning from other organisations. Improvements would be forthcoming but would take time to implement.

In respect of the customer experience, Members expressed concern that some pockets of residents would be left behind; particularly those who had disabilities, were elderly or for whom English was not their first language. It was confirmed that the plan was to disinvest in those able to help themselves and invest in those who needed more support. A digital approach was cheaper and more efficient than relying exclusively on a contact centre – a digital front door and improvements in first time resolution would facilitate reinvestment to assist those who lacked digital connectivity or required further training. The contact centre would continue to support the more isolated or vulnerable residents in the community.

Members commented that some residents had reportedly been unable to log a missed bin collection until after 1pm on the day while others had been unable to locate their address on the system. In response to the address issue, it was acknowledged that data quality needed to be improved across the whole organisation. An exercise was underway which aimed to improve data quality over the next three months. It was noted that AI relied on good quality data. In respect of the reporting of missed bin collections, it was agreed that Councillor Garg would follow up with the Chair on this after the meeting who would raise the matter with officers. It was recognised that the Council needed to be better at engaging with residents and seeking their feedback.

In response to further queries from Councillors, it was noted that outages were rare. Investment in a cloud-based system would further reduce the risk of outages in the future.

In terms of risk management, Members heard that having the right team in place with

	<p>the required set of skills was essential. Business Intelligence was moving apace hence there was a need to recruit data engineers and data scientists. It was noted that Hillingdon Council had a good reputation and its ambition made it an attractive place to work. Hillingdon was investing in people before technology and aimed to harness the best of local talent.</p> <p>With regard to data privacy, it was noted that this was challenging as there was always the potential for human error. Phishing and cyber attacks were increasingly sophisticated hence staff training was required to help people recognise them. Hillingdon was mitigating the risk by learning from others and adopting good practice where possible. Predictive analytics would help the Council to better support local residents in the future.</p> <p>In response to further queries from the Committee, it was acknowledged that there was room for improvement in terms of engagement with residents. Videos and guides were being produced to support residents and help them access the Council's website.</p> <p><b>RESOLVED: That the update on the Council's digital journey and resident / Member experience be noted.</b></p>
62.	<p><b>CABINET FORWARD PLAN</b> (<i>Agenda Item 6</i>)</p> <p><b>RESOLVED: That the Forward Plan be noted.</b></p>
63.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 7</i>)</p> <p>At the request of Members, it was agreed that an item regarding cyber security, data governance and risk management would be added to the Select Committee's Work Programme.</p> <p><b>RESOLVED:</b></p> <ol style="list-style-type: none"> <li><b>1. That an item regarding cyber security, data governance and risk management be added to the Select Committee's Work Programme; and</b></li> <li><b>2. That the Work Programme be noted.</b></li> </ol>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.42 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.



## Review of the Council's Consultation Arrangements - Draft Review Report Agreement

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Anisha Teji, Democratic Services
<b>Papers with report</b>	<b>Draft Review report</b>
<b>Ward</b>	NA

### HEADLINES

#### Background

This report contains the draft report for the Committee's review into the Council's Consultation Arrangements for Members' agreement.

#### Summary

The Committee embarked on its single meeting review on 11 January 2024 where it considered aspects of the consultation process and the key data and consultation response analyses. The Committee was able to question and solicit evidence from the Community Engagement Manager.

The Terms of Reference for the review were agreed as follows:

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.

As the witness testimony is now complete, recommendations have been formulated for the Committee's consideration.

### RECOMMENDATION

**That the Committee consider the draft review report and agree its submission to Cabinet.**

### SUPPORTING INFORMATION

NIL.

#### Implications on related Council policies

Select Committees are integral to how the Council shapes policy, making recommendations to the decision-making Cabinet.

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

The review will seek to ensure that the Council's consultation arrangements engage satisfactorily with residents prior to making decisions.

### **Financial Implications**

None at this stage.

### **Legal Implications**

None at this stage.

**DRAFT CABINET REPORT FROM COMMITTEE**

**FINANCE AND CORPORATE SERVICES SELECT COMMITTEE:  
A REVIEW INTO THE COUNCIL’S CONSULTATION ARRANGEMENTS**

<b>Cabinet Member</b>	
<b>Cabinet Portfolio</b>	
<b>Officer Contact</b>	Marion Finney, Central Services Directorate Anisha Teji, Central Services Directorate
<b>Papers with report</b>	Appendix A – Data Slides

**HEADLINES**

<b>Summary</b>	Cabinet is asked to consider the findings, conclusions and recommendations made by the Finance and Corporate Services Select Committee's after its review into the Council’s Consultation Arrangements.
<b>Putting our Residents First</b>	This report supports the Council’s objective of: <i>An efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents</i>  This report supports our commitments to residents of: <i>A Digital-Enabled, Modern, Well-Run Council</i>
<b>Financial Cost</b>	There are no direct cost implications resulting from this report
<b>Relevant Select Committee</b>	Finance and Corporate Services Select Committee
<b>Ward(s) affected</b>	None

**DRAFT RECOMMENDATIONS**

That Cabinet welcomes the insights, findings and conclusions of the Committee and asks Officers to:

- 1. Explore the integration of PCs in libraries, providing users with language preferences for live consultations.**
- 2. Provide quick survey options during detailed consultations for users who prefer faster responses.**
- 3. Consider adding a dedicated section within 'My Account' for live consultation documents to enhance user participation.**

## **DRAFT CABINET REPORT FROM COMMITTEE**

4. Foster collaboration with the Youth Council to ensure relevant involvement in consultations, encouraging feedback from the youth demographic.
5. Increase engagement on social media platforms like Facebook, addressing comments and guiding users to relevant consultations.
6. Facilitate easier interaction for Councillors by providing shareable links to consultations within their wards or wider related issues.
7. Establish a 'You said, we did' approach to provide feedback on decisions made and actions taken based on received feedback.
8. Trial and evaluate other feedback options during live council meeting broadcasts, to gauge and seek user views and promote relevant consultations.

### **Reasons for recommendations**

Following a request from the Full Council to review the Council's consultation arrangements, the Committee undertook a short review on the matter in conjunction with the Council's consultation team and using other analysis and best practice information. The Committee has made some practical recommendations to aid the way consultations are devised going forward to increase resident and community interest and take-up, by making them more engaging and dynamic. Ultimately the '**voice of residents**' help to shape the way services are delivered to meet residents needs and for the better.

### **Alternative options considered / risk management**

Cabinet could choose to not approve or amend any of the recommendations.

## **SUPPORTING INFORMATION**

### **Background**

At the Council meeting held on 28 September 2023, a motion, as amended, was agreed as follows:

*"That this Council regrets a low response rate to its public consultations and asks the Corporate Services select committee to review the Council's consultation process to ensure the voices of our diverse communities are heard, working towards geographical parity."*

On 19 October 2023, the Committee has a kick start meeting with the Council's Community Engagement Manager who provided an overview of the Council's consultation process focusing on how the Council engaged with diverse communities and ensured geographical parity. Members expressed a number of points about low response rates and a lack of diverse voices in more universal borough-wide consultations, such as those related to the Budget, SEND Strategy and Library Strategy. The Committee supported a single meeting review on this at a subsequent meeting to enable it to explore the matter further and consider geographical parity and demographic analysis of the Council's consultations in more depth.

## **The Committee's review**

The Committee embarked on its single meeting review on 11 January 2024 where it considered aspects of the consultation process and the key data and consultation response analyses. The Committee was able to question and solicit evidence from the Community Engagement Manager.

The Terms of Reference for the review were agreed as follows:

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.

## **Purpose of consultations**

Members understood that consultations were activities that gave local people a voice and an opportunity to influence important decisions. It involved listening and learning from local people before decisions were made or priorities were set. Resident surveys fell under the heading of consultations, but the term was usually applied when considering formal or detailed pieces of work such as finding out what residents thought about significant changes or proposals that affected them, such as plans to change services, regenerate or redevelop a local area, or on particular planning applications.

The Committee heard about the different types of consultations including Statutory vs Non – Statutory and their significance. Some issues, such as planning or redevelopments, required Councils to consult their residents by law. These statutory consultations followed legal requirements and had strict rules on how they should be conducted. Other consultations had no legal status but served various purposes such as improving policies, providing consent, encouraging participation and aligning activities with resident needs and aspirations and the delivery of the Council Strategy.

## **Geographical and demographic parity**

The Committee was informed that geographical parity referred to ensuring that residents from all geographic areas within the Borough had equal opportunities to participate in consultations and have their voices heard. This, along with demographic parity, i.e. sex, also aimed to avoid any bias or disproportionate representation. In the context of the Council's consultation arrangements at the present time, Members learnt that achieving such parity involved:

1. *Equitable Representation*: Ensuring that residents from different neighbourhoods, wards, or districts were equally engaged in consultations. This prevents over-reliance on feedback from specific areas while neglecting others.
2. *Balancing Response Rates*: Analysing response rates across various geographical areas. If certain areas consistently had lower participation, efforts should be made to encourage engagement from those communities.

## **DRAFT CABINET REPORT FROM COMMITTEE**

3. *Tailored Approaches*: Recognising that different neighbourhoods may have unique needs, concerns, and preferences. Consultation methods should be adapted to suit the characteristics of each area.
4. *Inclusivity*: Making sure that residents from all walks of life, regardless of where they live, their sex or age, had equal access to information about consultations. This includes considering language barriers, accessibility, and digital literacy.

### **Consultation methods**

The Committee was informed that the Customer Engagement Team (CET) was in the main responsible for coordinating consultations and engagement activities across the Council. The team organised events for residents and partner organisations, including conferences, forums, and assemblies.

Members were advised about the different opportunities for residents to engage in a variety of ways, via the use of digital tools as well as 'in-person' contact. Members understood the need for engagement to be non-exclusionary, and not be limited to only digital means but instead provide a breadth of options to give a voice to all residents.

The Committee acknowledged the different methods of consultations used by the Council at the current time including:

- 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
- Regular engagement with community and faith leaders
- Regular engagement with residents' associations, tenant groups etc.
- Assemblies (e.g. older people)
- Forums (e.g., carers, young people etc.)

It was confirmed that all the above methods were supported with interpretation and translation services where these were required, addressing any potential language barriers to resident engagement. Members noted that the Council also had a database of residents with relevant focus or special interests in various service areas. Some of these residents had also indicated their preferred method of engagement. The Committee welcomed that the CET was always looking at opportunities to improve its service delivery and add value to its consultation process.

The Committee sought to focus on the wider service consultations by the Council that reach out to a far larger numbers of residents, rather than resident direct democratic engagement such as through voting, petition hearings and speaking at planning committees, which are enshrined within the Council's governance arrangements.

### **Consultation planning**

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Members sought to focus on the process for planning non-statutory larger public consultations, where there was some more scope for the Council to plan it’s own approach. The different stages were outlined below:

<i>Information gathering</i>	<ul style="list-style-type: none"> <li>• What exactly do we need to know?</li> <li>• What questions do we need to ask?</li> <li>• Is the information already available elsewhere?</li> <li>• How will the feedback from responses be used?</li> </ul>
<i>Target audience</i>	<ul style="list-style-type: none"> <li>• Who do we need to engage with?</li> <li>• How will they be reached?</li> <li>• Will residents require assistance to participate? Accessibility, language barrier, specific days, and times etc.</li> </ul>
<i>Engagement methods</i>	<ul style="list-style-type: none"> <li>• Which method of engagement is the most suitable for the target audience?</li> <li>• Are there any possible alternatives to the preferred method?</li> <li>• If a survey or consultation – what is the appropriate timeframe?</li> <li>• What are the financial resources available?</li> </ul>
<i>Analysis and reporting</i>	<ul style="list-style-type: none"> <li>• How will information be collated?</li> <li>• What will be the best way to report the findings? Depending on the audience, e.g., Cabinet, residents, staff etc.</li> </ul>
<i>Feedback</i>	<ul style="list-style-type: none"> <li>• What will be done with the feedback/information received?</li> <li>• How will we demonstrate to stakeholders that we have listened to feedback and where appropriate, acted on it?</li> <li>• Where necessary, how will information received be kept in line with GDPR guidelines?</li> </ul>

The Committee was pleased to hear that the CET worked alongside the Corporate Communication Team and Web Team, along with any relevant service areas, to ensure that surveys and consultations were carefully planned and then promoted through various communications channels to residents.

**Analysis of consultations**

The Committee’s review was supported by data collated from recent consultations to identify any potential engagement trends.

The Committee explored various charts and graphs, including those as evidenced in Appendix A, which provided further insight into resident ethnicity, religion, disability and age. The document provided demographic data and consultation responses for various topics in the boroughs of Hillingdon, Harrow, Brent, Ealing, and Hounslow.

Members were told that it was important to understand Hillingdon's demographic data from the census before delving into specific engagement trends. It was reported that the total population of Hillingdon was 305,900, with a focus on the 18-plus age group, constituting 76.7% of the population. Key demographic breakdowns included ethnicity (51.8% white, 32% Asian, 14% registered disabled), gender (51.2% female, 48.8% male), and religion (41.4% Christian, 19.4%

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prefer not to say or no religion, 12.1% Muslim). The Committee was informed that 18 + year old residents were more likely to complete surveys and engage with the Council.

Three examples of community consultations were analysed in relation to the Library Strategy, the Council's budget and the recent (Ultra Low Emission Zone) ULEZ consultation. In terms of the Council's budget consultation, there had been a significant increase in responses from 33 in 2021 to 611 in the last year and this was attributed to enhanced engagement efforts. Male respondents consistently dominated, and specific postcodes like UB8, UB10, UB7, and UB3 showed higher engagement. The age range of 35 to 54 recorded the highest response rates, with an interesting uptick in responses from 35 to 44 in the last year.

In relation to the ULEZ consultation, it was noted that the majority (84.04%) of respondents identified themselves as residents, whilst a smaller percentage represented local businesses (2.35%), community or voluntary groups (0.66%), or individuals who worked or studied in the Borough (6.59%). A small percentage (2.95%) responded on behalf of a local resident. When asked if their vehicle was ULEZ compliant, 45.08% of respondents answered "Yes," indicating that their vehicle met the emission standards required to enter the ULEZ. On the other hand, 54.51% answered "No," indicating that their vehicle did not meet the emission standards.

Regarding the vehicle scrappage scheme, the majority of respondents (92.20%) stated that they were not eligible for the scheme. Only a small percentage (7.80%) indicated that they would be changing their vehicle before the specified deadline. When asked if they would be applying for a vehicle replacement grant, 85.52% of respondents answered "No," indicating that they would not be applying for the grant. A smaller percentage (4.96%) answered "Yes," indicating that they would be applying for the grant. Additionally, 9.52% of respondents answered "Maybe," suggesting that they were uncertain about whether or not they would apply for the grant.

The Committee was also provided with an analysis of data comparisons with neighbouring boroughs of Harrow and Brent and it was revealed that Hillingdon had higher response rates.

### **Challenges and barriers**

The Committee sought clarification on the different challenges and barriers both residents and Council officers had encountered when conducting consultations. Some of the challenges included residents having a lack of trust in the process, lack of awareness of ongoing consultations, lack of time, digital exclusion and communication barriers.

Although officers had implemented several diverse initiatives and platforms had been put into place such as offering translation surveys, engaging with community leaders and different methods of communication both digitally and in person, the response to consultations was ultimately dependent on peoples' awareness and interest.

### **Conclusions**

The Committee believes that consultation is a core process of the Council that allows local people to have a voice and influence important decisions. The Committee's concluded that the Council needs to have a very clear understanding of the target audience for any consultation and the challenges in engaging various communities across the geographical spread of the Borough.



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The Committee has found that broadly, the Council makes a strong effort to ensure it engages with those hard-to-reach or hidden communities as part of consultations to gain a fair representation and response and thereby seek to achieve geographical and demographic parity.

Examples given of this included tailoring certain consultations, engaging with community leaders, both face-to-face and digital methods and in some cases offering translation services. Additionally, there was no recurring evidence to suggest the Council's response rates to consultations was lower to neighbouring local authorities, in fact the opposite in one example.

However, the Committee concluded that ultimately any response to consultations was largely dependent on peoples' own awareness and furthermore interest in the topic, so further efforts by the Council should also be focussed on how we promote and stimulate such interest.

### **Recommendations**

To this endeavour, the Committee has proposed some practical recommendations to foster a more inclusive, responsive and effective approach to consultations, using methods that are more interesting, engaging, adaptable and dynamic. They are designed to suit both local and universal consultations, and meet the changing needs of communities and embrace the Council's wider digital strategies:

- 1) **Integration with PCs in libraries:** This aims to make live consultations more accessible and inclusive by accommodating users' language preferences on Council computers in libraries for responses.
- 2) **'Quick survey' option:** Recognising that some users prefer faster interactions, this feature will enable us to gather valuable feedback without demanding too much of their time, whilst still providing for more fuller responses for those who have time.
- 3) **Dedicated section within 'My Account':** By making consultation documents readily available in residents' online account with the Council, this aims to encourage greater user participation and engagement.
- 4) **Collaboration with the Youth Council:** To further ensure that the perspectives of our younger demographic are adequately represented in our consultations, by ensuring they are consulted by default on universal consultations, along with any specific matters impacting young people.
- 5) **Increased social media engagement:** By actively addressing comments and guiding users to relevant consultations on platforms like Facebook, this recommendation aims to reach a wider audience and foster greater community involvement.
- 6) **Shareable consultation links for Councillors:** The role of Ward Councillors is vital in bridging the link between residents and the Council. This feature will enable Councillors to easily engage with consultations relevant to their wards, sharing details to their own resident contacts and groups in their wards, promoting a more informed and collaborative decision-making processes.
- 7) **'You said, we did' approach:** By standardising such an approach to all our consultations, this aims to provide greater transparency and demonstrate how user feedback directly influences Council decisions and actions.
- 8) **Feedback options for broadcasts:** By initially trialling some redundant YouTube features like live comments and other notifications, we may be able to gauge and seek user views on key topics discussed during or after live broadcasts, as well as using videos as a way to sign-post those watching to relevant live Council consultations.

## **DRAFT CABINET REPORT FROM COMMITTEE**

The Committee believe that these practical recommendations would have minimal resources implications and could be met within existing budgets.

### **Officer comments on implementing the recommendations**

TBC - Should Cabinet approve the recommendations, then....

### **Financial Implications**

TBC

## **RESIDENT BENEFIT & CONSULTATION**

### **The benefit or impact upon Hillingdon residents, service users and communities**

The recommendations in this report are designed with the purpose of improving the Council's consultation process for residents. Hearing, physical and learning disability factors all need to be considered when devising consultations.

### **Consultation Carried Out or Required**

Witness testimony from the Committee as outlined in this report.

## **CORPORATE CONSIDERATIONS**

### **Corporate Finance**

TBC - Corporate Finance has reviewed the report and concurs with the financial implications set out above, that there are no direct financial implications associated with the recommendations in this report.

### **Legal**

TBC - The Borough Solicitor confirms that the legal implications are included in the body of the report.

## **BACKGROUND PAPERS**

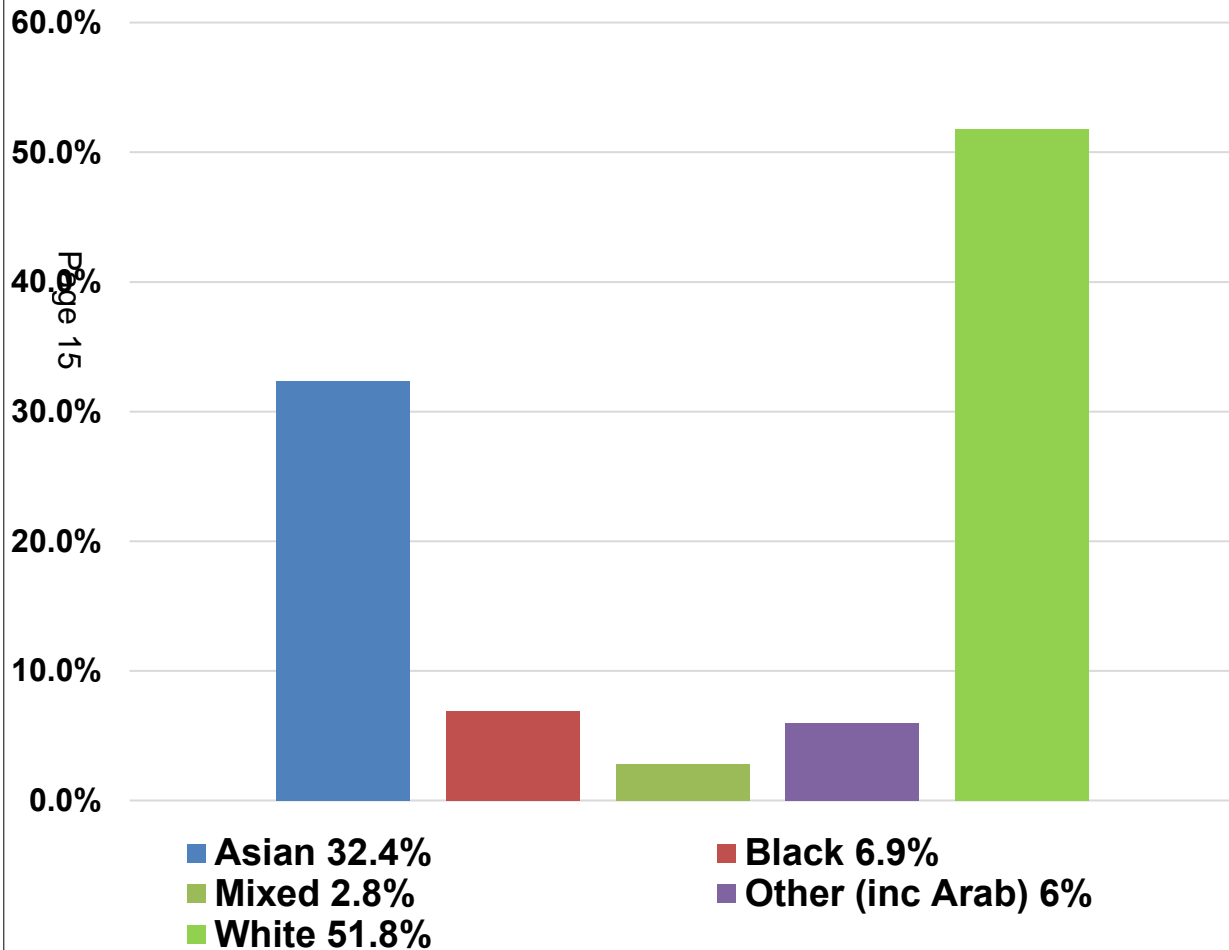
Nil

# Overview of 18+ census data

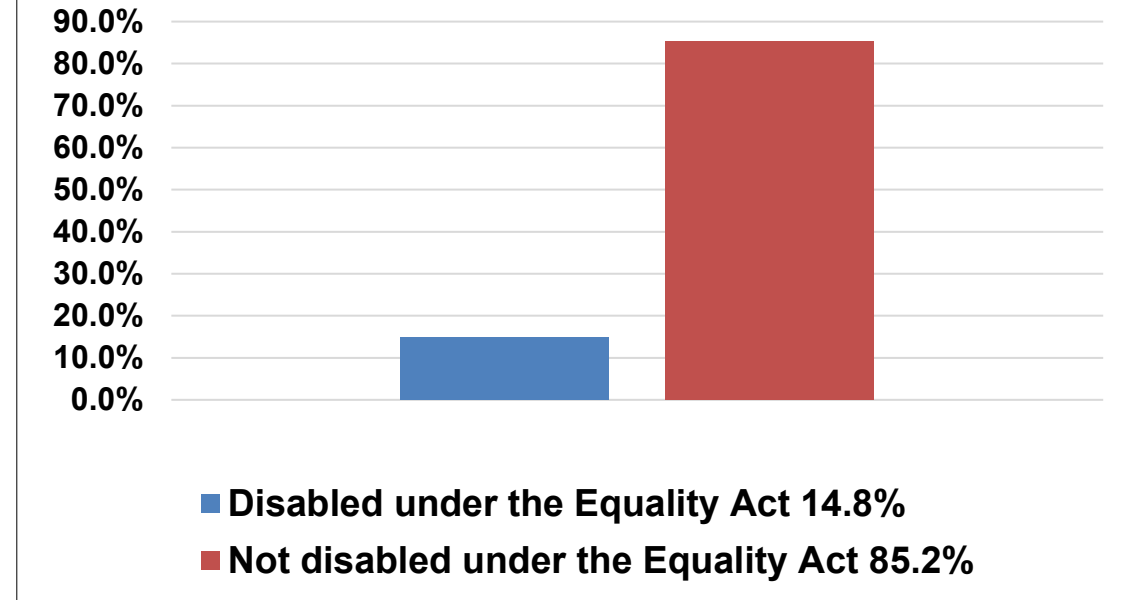
Total borough population – 305,900

Those aged 18+ - 234,544 (76.7%)

## Ethnicity as a proportion of those aged 18+



## Disability as a proportion of those aged 18+



# Overview of 18+ census data

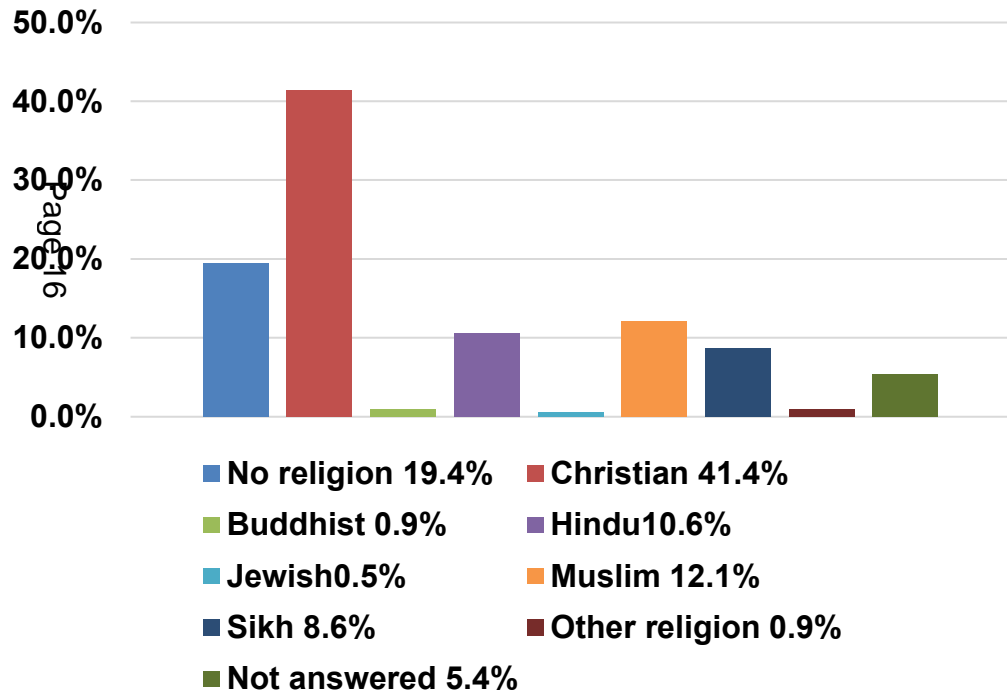
Total borough population – 305,900

Those aged 18+ - 234,544 (76.7%)

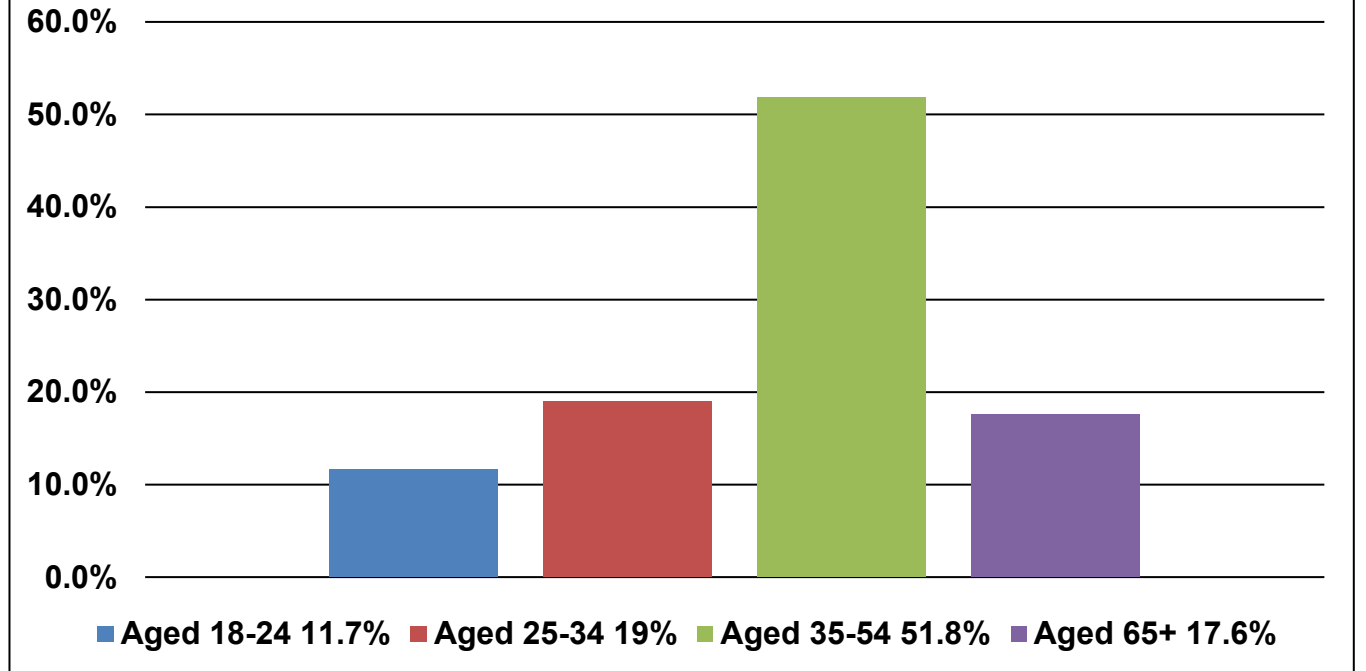
Gender: Female: 51.2%

Male: 48.8%

Religion as a proportion of those aged 18+



Age range as a proportion of those aged 18+



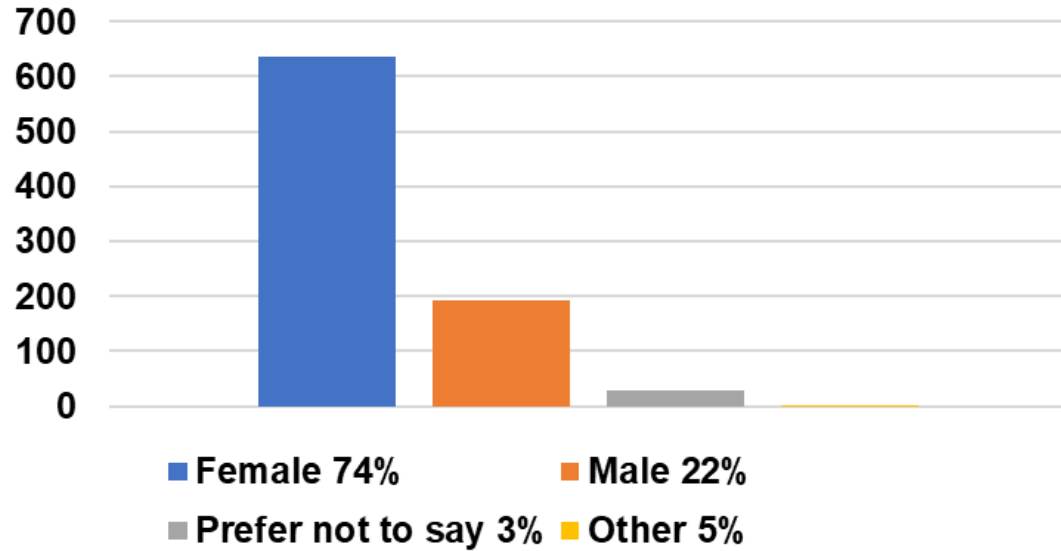
# LBH Budget Consultation comparison

Page 17

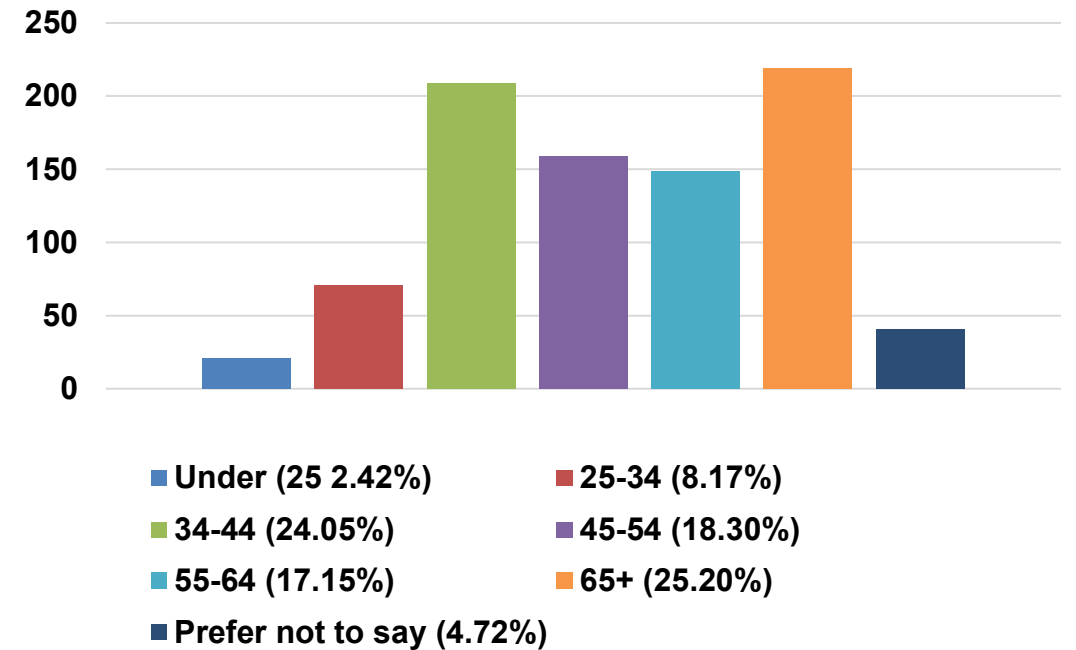
Financial Year	2021/22	2022/23	2023/24
No of responses	33	115	611
% of residents who responded	94%	99%	95%
% of businesses or organisations that responded	6%	1%	5%
Postcode with most responses	HA6/UB8	HA4/UB7/UB3	HA4 /UB8/UB10
% of female respondents	30%	39%	51%
% of male respondents	60%	53%	41%
Age range of highest respondents	65+ 45-54 25-34	55-64 35-44 25-34	35-44 55-64 65+

# LBH Library Service Consultation (869 responses)

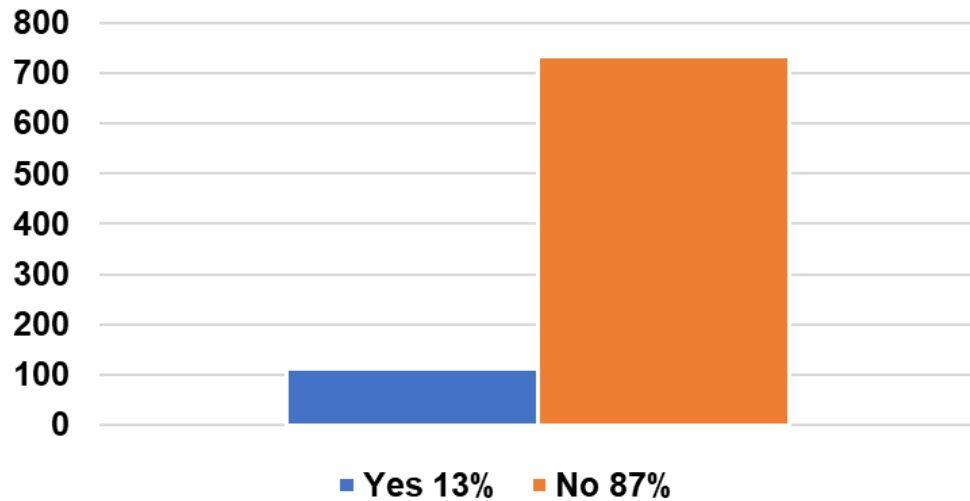
## Gender



## Age Range

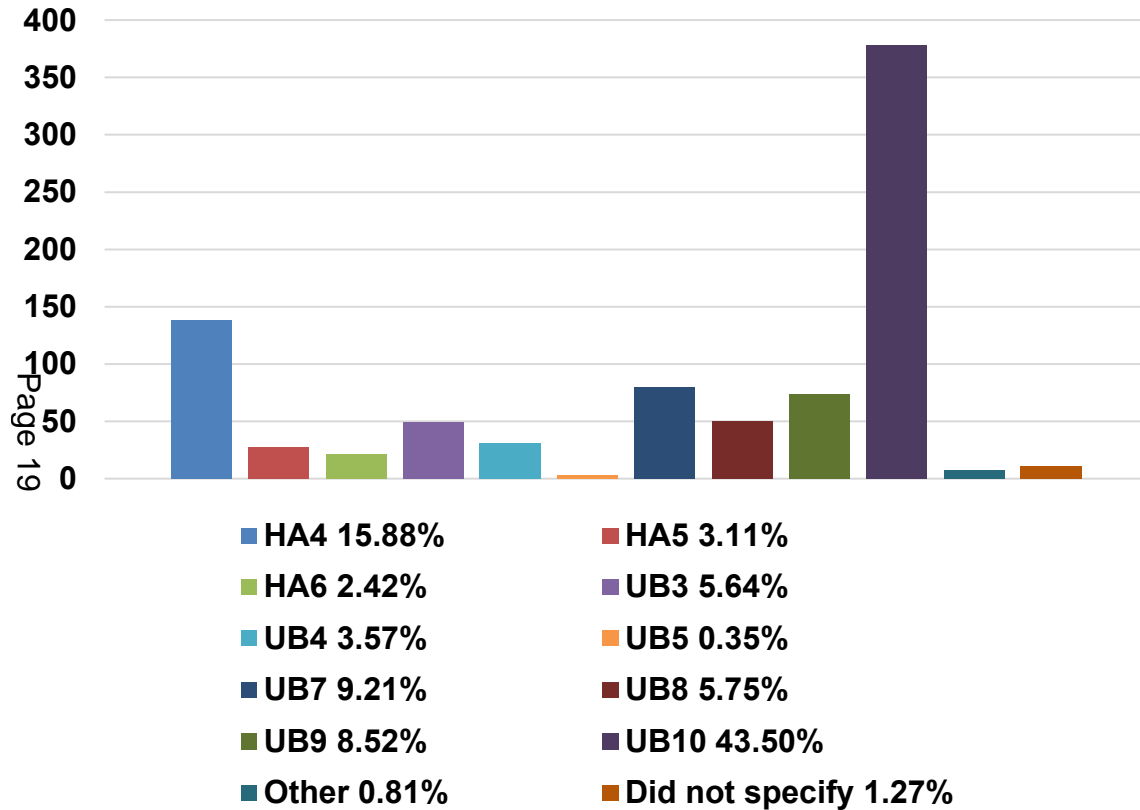


## Disability

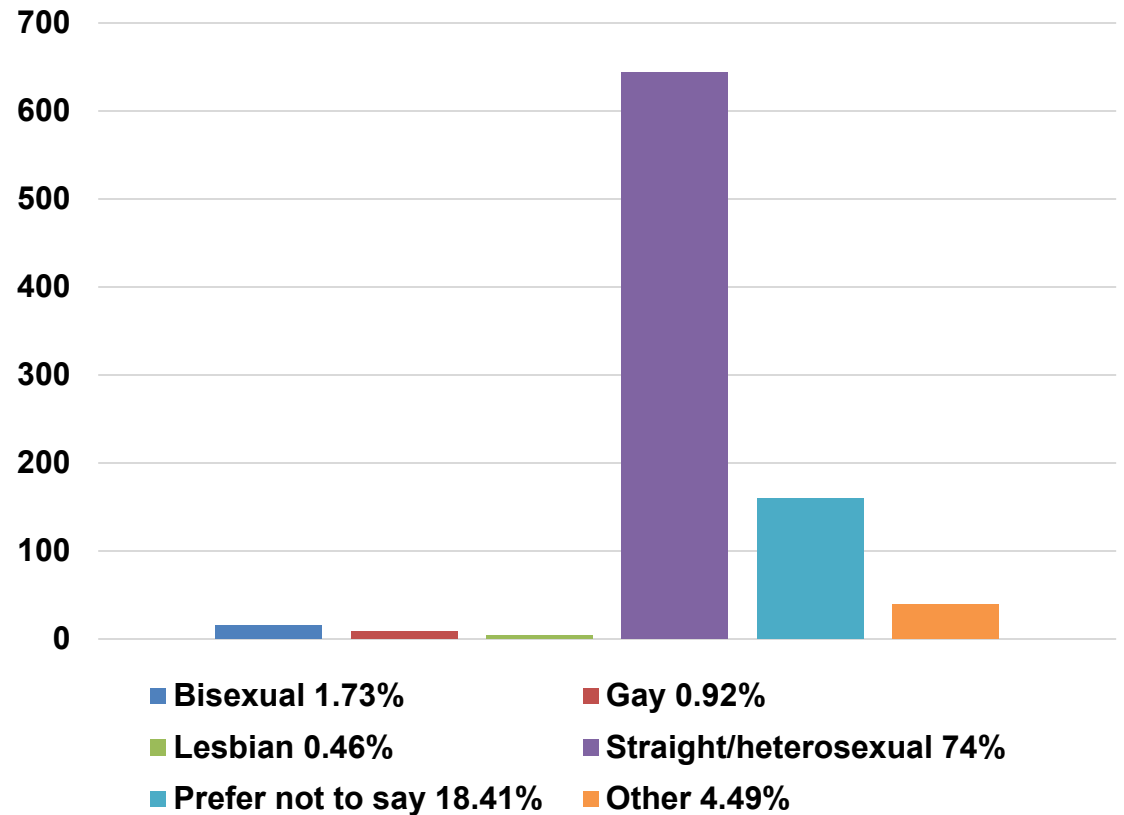


# LBH Library Service Consultation

## Postcode of where you live, work or study in the borough

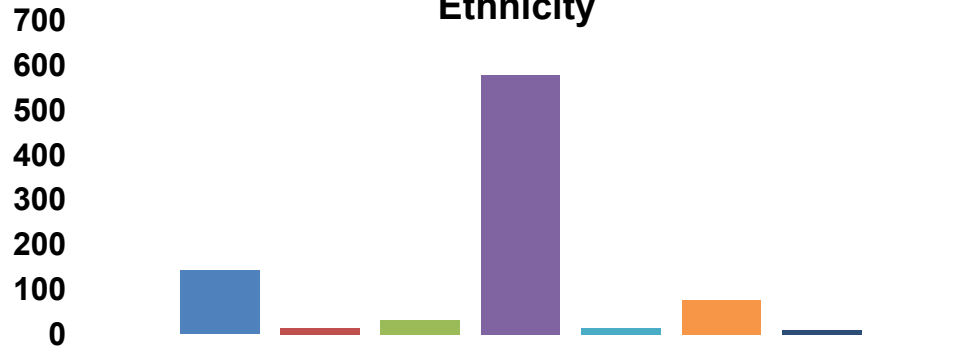


## Sexual orientation



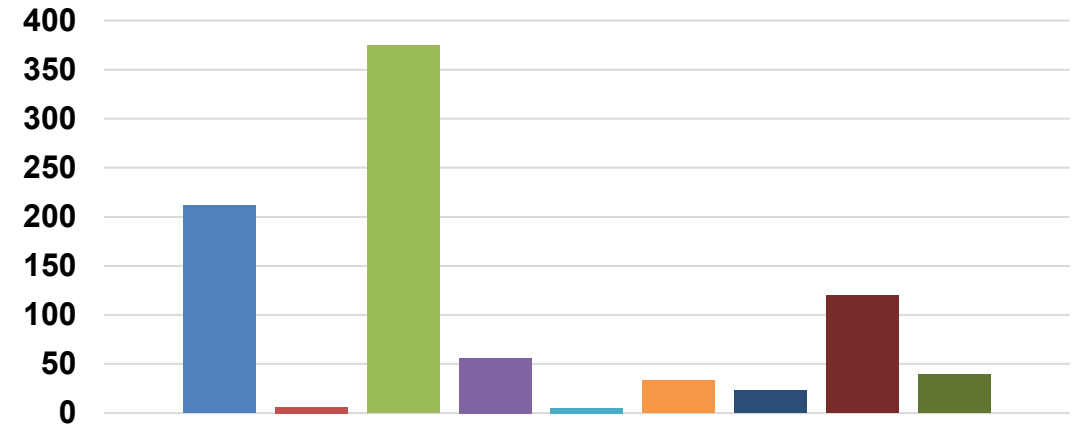
# LBH Library Service Consultation

## Ethnicity



- Asian or Asian British ethnic group or background (Indian, Pakistani, Bangladeshi, Chinese or any other Asian background) 16.46%
- Black, Black British, Caribbean, or African ethnic group or background (Caribbean, African, any other Black British, Caribbean or African background) 1.50%
- Mixed or multiple ethnic group or background (White and Black Caribbean, White and Black African, White and Asian, any other mixed or multiple background) 3.68%
- White group or background (English, Welsh, Scottish, Northern Irish or British Irish, Gypsy, Irish Traveller, Roma, any other Traveller background, any other White background) 66.86%
- Other ethnic group or background (Arab, any other ethnic group) 1.50%
- Prefer not to say 8.98%
- Did not specify 1.04%

## Religion or belief



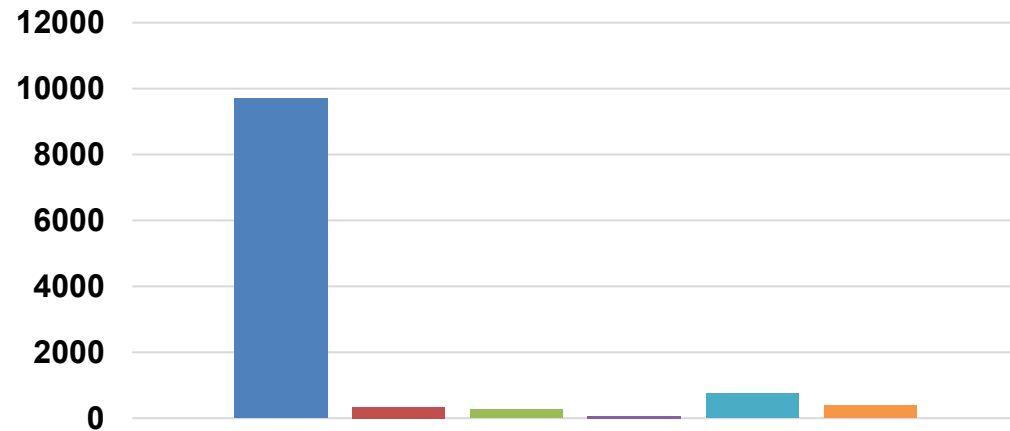
- No religion 24.40%
- Buddhist 0.69%
- Christian (Catholic, Church of England, Protestant, and all other Christian denominations) 43.15%
- Hindu 6.44%
- Jewish 0.58%
- Muslim 3.80%
- Sikh 2.65%
- Prefer not to say 13.81%
- Other 4.49%





# ULEZ Consultation

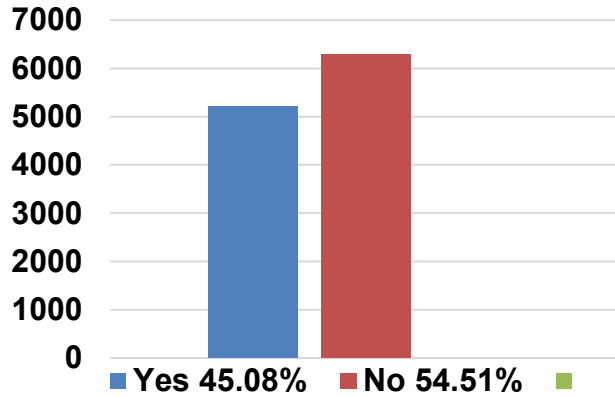
In what capacity are you responding to this survey?



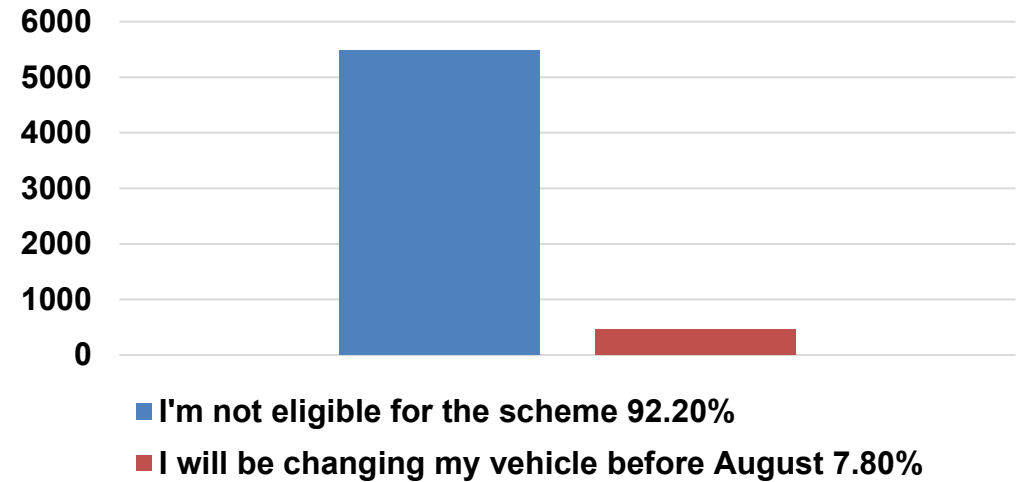
- As a local resident 84.04%
- On behalf of a local resident 2.95%
- As or on behalf of a local business 2.35%
- As or on behalf of a community or voluntary group 0.66%
- As someone who works or studies in the borough 6.59%
- Other 3.41%

# ULEZ Consultation

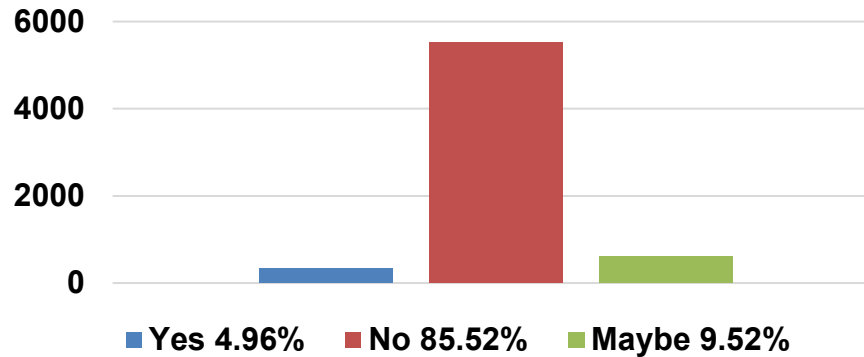
### Is your vehicle ULEZ Compliant?



### I answered No or Maybe because



### Having reviewed the vehicle scrappage scheme details, will you be applying for a vehicle replacement grant?



# Comparison - Hillingdon, Harrow and Brent

2023/24	Hillingdon	Harrow	Brent
No of responses received	611	230	101
% of residents who responded	95%	93%	90%
% of organisations/businesses that responded	5%	7%	10%
% of female respondents	51%	38%	44.6%
% of male respondents	41%	55%	50.8%
Age range of highest respondents	35-44	45-64	51-60

*Ealing and Hounslow did not undertake public budget consultation.*

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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:

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

## BACKGROUND PAPERS

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

# 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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

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

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	D - Helen Vincent / Matthew Wallbridge			Private (3)
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

## 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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# 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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

## Cabinet meeting - Thursday 18 April 2024 (report deadline 2 April)

208	<b>London Borough of Hillingdon Digital Strategy</b>	Cabinet will consider approval of a new Digital Strategy for the London Borough of Hillingdon setting out the digital journey of the Council over the coming years and how the Council will embrace and maximise the use of new technologies to deliver and transform services, whilst also supporting residents' digital engagement with the Council.	N/A		Cllr Douglas Mills	Corporate Services	D - Matthew Wallbridge		NEW ITEM	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.	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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## Cabinet meeting - Thursday 23 May 2024 (report deadline 26 April)

209	<b>Microsoft Azure [Infrastructure Platform] as a Service</b>	Cabinet will consider procurement arrangements for the continued use of the Microsoft Azure Platform for critical line-of-business applications, along with its Cloud Solution partner supporting this.	N/A		Cllr Douglas Mills	Finance & Corporate Services	D - Michael Clarke		NEW ITEM	Private (3)
SI	<b>Public Preview of matters to be considered in private</b>	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public

## Cabinet Member Decisions expected - May 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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## Cabinet meeting - 27 June 2024 (report deadline 10 June)



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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
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 (report deadline 8 July)</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>										
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 (report deadline 23 August)</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

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 Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence										
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 (report deadline 23 September)</b>										
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 (report deadline 21 October)</b>										
SI	Consideration of setting a licensed deficit budget for any schools in the Borough	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	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	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		All	TBC	C - Democratic Services	TBC		Public
<b>Cabinet Member Decisions expected - November 2024</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 Directorate/Service Areas:	AS = Adult Services & Health	P = Place	C = Central Services	R = Resources	CS= Children's Services	D = Digital & Intelligence	
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	TBC	C - Democratic Services	Various		Public
<b>CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month</b>										
SI	<b>Urgent Cabinet-level decisions &amp; interim decision-making (including emergency decisions)</b>	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various		Cllr Ian Edwards - Leader of the Council	TBC	C - Democratic Services	TBC		Public / Private
SI	<b>Ward Budget Initiative</b>	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services / Cllr Ian Edwards - Leader of the Council (if in Ruislip Manor ward)	Finance and Corporate Services	P - Natasha Norton	Local consultation within the Ward undertaken by Ward Councillors		Public
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)

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

SI = Standard Item each month/regularly Council Directorate/Service Areas: AS = Adult Services & Health P = Place C = Central Services R = Resources CS= Children's Services D = Digital & Intelligence

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

## WORK PROGRAMME

<b>Committee name</b>	Finance and Corporate Services Select Committee
<b>Officer reporting</b>	Anisha Teji – 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
12 June 2024	CR5
23 July 2024	CR5
17 September 2024	CR5
19 November 2024	CR5
9 January 2025	CR5
11 February 2025	CR5
4 March 2025	CR5
10 April 2025	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

2024/25

Finance & Corporate Services Select Committee	April 17	May No meeting	June 12	July 23	September 17	November 19	January 9	February 11	March 4	April 10
<b>Review A: TBC</b>										
Topic selection / scoping stage				Selection / Scoping						
Witness / evidence / consultation stage					Evidence Gathering	Evidence Gathering	Evidence Gathering			
Findings, conclusions and recommendations								Findings		
Final review report agreement									Draft report	
Target Cabinet reporting										Cabinet
<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		Cabinet								
<b>Regular service &amp; performance monitoring</b>										
Quarterly Performance Monitoring (timeline TBC)			X							
Mid year Budget Update					X				X	
Annual complaints & service update report								X		
Cabinet's budget proposals for next financial year							X	X	X	X
Cabinet Forward Plan Monthly Monitoring	X		X	X	X	X	X	X	X	X
<b>One off information items</b>										
Scrutiny Introduction (Democratic Services)			X							
Policy Review Discussion & Guidance					X					
Council Strategy 2022-2026 consultation					X					
Update on the work of the Council's Counter Fraud Team								X		
Update on the new Member's Enquiry Process							X			
Human Resources - digitalisation of processes						X				
Customer Service, Contact Centre & transition to digital						X				X
Staff skills, learning and development										X
Transformation work to deliver savings	X									
Treasury Management										
Update on the Member's Portal and New Member Enquiry Process						X				
internal/external comms update				X						
First Aid Awareness and Training				X						
The Council's digital journey & resident/member experience									X	
<b>Past review delivery</b>										
Performance Monitoring & Reporting Review 2021/22					X					
Procurement Review 2023/24						X				
<b>Internal use only</b>										
Date deadline confirmed to report authors										
Report deadline										
Agenda published										
<b>Committee Site Visits</b>										

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