



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: WEDNESDAY, 17 APRIL
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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Published: Tuesday, 9 April 2024

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This Agenda is available online at:
<https://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CommitteeId=420>

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Head of Democratic Services
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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 - 2
- 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 Transformation and Business Change Programme 3 - 14
- 6 Presentation on Cyber Security Verbal
- 7 Cabinet Forward Plan 15 - 20
- 8 Work Programme 21 - 24

Minutes

FINANCE AND CORPORATE SERVICES SELECT COMMITTEE

5 March 2024



Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors John Riley (Chair), Wayne Bridges (Vice-Chair), Kaushik Banerjee, Kishan Bhatt, Narinder Garg, Raju Sansarpuri and Stuart Mathers (Opposition Lead)</p> <p>LBH Officers Present: Anisha Teji – Demcoratic Services</p>
64.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
65.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
66.	<p>MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes from the meeting on 8 Feburary 2024 be agreed.</p>
67.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that all items of busienss were in Part I and would be considered in public.</p>
68.	<p>REVIEW OF THE COUNCIL'S CONSULTATION ARRANGEMENTS (<i>Agenda Item 5</i>)</p> <p>The Committee considered the draft report for its review into the Council's Consultation Arrangements.</p> <p>Members agreed that the report encapsulated the discussions from the two meetings on the Council's Consultation Arrangements. It was suggested that the report also include a recommendation regarding an annual evaluation or review across consultations. The aim of this would be to assess the effectiveness of achieving geographical and demographical parity and allow the Engagement team to set measurable objectives for continuous improvement. The Committee welcomed this recommendation.</p> <p>It was noted that recommendation 8 focussed on live broadcasts and live chats during broadcasting and it was suggested that this be explored further offline due to the difficulties in moderating chats during meetings.</p>

	<p>In terms of tailoring consultations and engaging with community leaders, it was agreed that an additional comment be added to the report to note that involving Councillors who were familiar with residents in the area to determine the most effective methods of engagement may be beneficial.</p> <p>The Committee commended officers for the collaborative learning efforts of the team from other Boroughs and suggested highlighting this in the report to acknowledge the team's ongoing efforts in understanding and engaging with various groups.</p> <p>It was discussed whether this report should be put before Council as the motion originated there. Presenting this to Council would also reflect the open and public nature of the initial motion. It was agreed that this would be explored further.</p> <p>RESOLVED: That the Committee agreed the report and its submission to Cabinet subject to the above comments.</p>
69.	<p>CABINET FORWARD PLAN (<i>Agenda Item 6</i>)</p> <p>RESOLVED: That the Forward Plan be noted.</p>
70.	<p>WORK PROGRAMME (<i>Agenda Item 7</i>)</p> <p>Members were keen to hear an update on data governance, cyber security and risk management.</p> <p>RESOLVED: That the work programme be noted and Democratic Services liaise with officers regarding an update on data governance, cyber security and risk management.</p>
	<p>The meeting, which commenced at 7.30 pm, closed at 7.43 pm.</p>

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@hilllingdon.gov.uk . Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

The Council's Transformation and Business Change Programme

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Fiona Irvine – Transformation and Business Change Lead
Papers with report	Appendix 1 – The Council's Transformation and Business Change Programme
Ward	All

HEADLINES

This report provides an overview of the Council's current phase of the Transformation and Business Change programme and progress made since reset of the transformation programme in March 2023.

The ambition of the Transformation and Business Change Team is:

'Creating a sustainable Council that is easy to do business with, through a programme of facilitated transformation and business change which delivers a return on investment, underpinned by behavioural and cultural change'.

The Council's Corporate Management Team (CMT) are accountable for transformation. Fiona Irvine is the lead officer for Transformation and Business Change within CMT and will attend to answer Members' questions. She will be accompanied by Matthew Wallbridge, Chief Digital and Data Officer, Dan Kennedy, Corporate Director, Central Services and Andy Evans, Corporate Director, Finance.

RECOMMENDATIONS

That the Committee:

- 1. Notes the progress with Transformation and Business Change within the Council shown in Appendix 1.**

SUPPORTING INFORMATION

Contrary to some explanations, transformation is not simply about saving money. The starting point is looking at how resident demand can be met through the constant reviewing of how services are delivered, making use of latest innovations in the multiple sectors we work with, and being sensitive to the changing nature of the market conditions the council operates in. If this objective is achieved, then efficiencies and the best value of every pound spent will be improved. This said, the continued financial challenge facing the Council, like most councils, has increased the need for the pace and depth of transformational change across the council.

Similar to many other authorities in England, Hillingdon is grappling with budgetary pressures driven primarily by increasing demand for services and inflation-related cost increases. The Hillingdon Transformation programme aims to address these challenges by bringing together the necessary changes in digital, data, and technology, as well as other continuous improvement projects. The goal continues to be the delivery of better-quality services, positive outcomes, and value for money for the residents of Hillingdon guided by the Council Strategy.

Hillingdon's Transformation programme is focused on enhancing the Council's operations and is a crucial component in ensuring the Council can meet the financial and demographic challenges it faces in the coming years. The dynamic transformation programme continues at a rapid pace, with the Council reviewing its working practices, reshaping services, streamlining the back-office and adopting new approaches to maximise efficiency and deliver value for money for residents. The scope of the work is necessarily broad given the scale of the financial challenge with key themes including more effective use of assets, review of service delivery and commissioning models and maximising commercial opportunities.

A key focus for the Council is on the opportunity to make greater use of digital technology to deliver services to our resident's and improve the efficiency of the Council. This means actively challenging how services have been working and using the opportunity to maximise the use of digital technology to ensure that residents are at the heart of how services are delivered.

Additionally, Transformation and Business Change is delivered through change projects and programmes through the Council's established Programme Management Office (PMO). The Transformation and Business Change Team is responsible for overseeing the delivery and governance of Transformation and Business Change projects within the Council.

Key functions of the service include:

- Supporting and monitoring the delivery of projects in conjunction with service areas, including the change management aspects of projects
- Providing coaching to services to enable behavioural and cultural change
- Custodian of the project management methodology and documentation
- Ensuring project governance is adhered to by Project Lead's
- Ensuring that the business benefits of projects are realised and tracked

A corporate methodology for managing projects was established in March 2023, following a reset of the overall programme. All projects under the remit of Transformation and Business Change are registered with the Programme Management Office (PMO), overseen by the Transformation and Business Change Lead.

The overall programme has been designed to deliver directly on the Council's Five Strategic Priorities:

- Safe and Strong Communities
- Thriving, Healthy Households
- A Thriving Economy

- A Green and Sustainable Borough
- A Digital-Enabled, Modern, Well-Run Council

Currently there are 27 live Transformation and Business Change Projects within the Council, and these are grouped under the 6 directorates within the Council:

- Place
- Digital & Intelligence
- Finance
- Children's Services
- Adult Social Care & Health
- Central Services

Project Leads from the 6 directorates are required to submit a project status report monthly and attend a meeting with Transformation and Business Change Lead, and the PMO to report on progress. The projects are a mixture of invest to save, income generation, achieving efficiency and cost avoidance, which will all help with the delivery of the MTFE savings targets in the Council.

Progress to Date – Resources

- Investment and recruitment into a skilled and experienced Transformation and Business Change Team
- Establishment of the PMO
- Recruitment of Chief Digital and Data Officer
- Investment in new skills in technology, digital and data
- Capital investment (c£10m) approved to fund the three-year transformational Digital and Intelligence Change Programme
- Experienced Coach – ensuring that behavioral and cultural change is embedded. Projects can fail to achieve their anticipated value if changes are not embedded into the organisation. New working practices can regress to the previous state if support is not provided.

Progress to Date- Governance

- Robust governance arrangements in place for monitoring projects
- Project Management Methodology Documents:
 - Concept, Blueprint, Business Case, Project Closure and Benefits Realisation Tracker
- Regular dialogue on Transformation and Business Change weekly at Service Development Board (SDB). Chaired by the Chief Executive.
- Project Dashboards reviewed monthly with Directorate Project Leads
- Regular meetings with the Cabinet Portfolio Lead for Transformation and the Leader of the Council

PERFORMANCE DATA

Once projects are delivered, project leads are required to complete a project closure report and submit a quarterly report on the benefits realisation of their project. This is essential for specific points in project implementation and actualisation, as it ensures that the perceived benefits of a particular project are met. Further, some benefits of projects will be realised immediately or shortly after the project is delivered, such as a financial saving. Other benefits of projects such as health and wellbeing are expected to take effect over a longer period.

RESIDENT BENEFIT

Residents benefit from an organisation that is delivering on projects that improve the resident experience and ensures and takes care of its staff and enables them to work in a modern well-run Council. Transformation also drives our approach to efficiency - not only making the Council as efficient as it can be but importantly, it also drives services improvement both internally and externally at the same time from the point of view of the resident.

FINANCIAL IMPLICATIONS

Transformation and business change projects have made significant contributions to the Council's Medium-Term Financial Framework (MTFF), as well as delivering cost avoidance benefits. The Council has a strong track record in developing and delivering efficiency programs, enabling it to operate within an increasingly constrained funding envelope – with a cumulative total of £197m in savings across the period 2010/11 to 2024/25. However, the ongoing funding constraints, combined with persistent demand and inflationary pressures, are forecast to require the latest MTFF to identify gross savings of £52m over the next five years between 2024/25 and 2028/29.

In the context of the substantial savings achieved to date, meeting this new target will necessitate an increasing emphasis on driving transformational changes to Council services to improve efficiency and effectiveness, exploring commercial opportunities to generate additional revenue streams, and ensuring the Council's assets are utilised as efficiently as possible to maximise value. Underpinning these initiatives will be the material capital investment in digital technologies, which is seen as an increasingly important enabler of step changes in efficiency and service delivery.

LEGAL IMPLICATIONS

There are no legal implications arising from this report.

BACKGROUND PAPERS

Nil

APPENDICES

Appendix 1 The Council's Transformation and Business Change Programme

The Council's Transformation & Business Change Programme

Finance and Corporate Services Select Committee

17th April 2024



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Introducing your speakers



Fiona Irvine, Lead Officer For Transformation and Business Change



Matthew Wallbridge, Chief Digital and Information Officer



Dan Kennedy, Corporate Director, Central Services



Andy Evans, Corporate Director, Finance

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Contents

- Welcome and Introductions
- Ambition
- Overview
- Resources
- Governance
- Overview of current projects
- Other change projects
- Example projects linked to the Council Strategy
- Delivering financial effectiveness
- Questions



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Ambition

“Creating a sustainable Council that is easy to do business with, through a programme of facilitated transformation and business change which delivers a return on investment, underpinned by behavioural and cultural change.”



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Overview

- The Council has a long history of transformation and the first programme started in 2009 and was known as the Business Improvement Delivery Programme (BID).
- Desktop Review undertaken of the Transformation Programme in March 2023 to reset the overall programme



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Transformation and Business Change Progress to date - Resources

What is in place:

- Investment and recruitment into a skilled and experienced Transformation and Business Change Team
- Establishment of the Project Management Office (PMO)
- Recruitment of Chief Digital and Data Officer
- Investment in new skills in technology, digital and data
- Capital investment (c£10m) approved to fund the three year transformational Digital and Intelligence Change Programme
- Experienced Coach – ensuring that behavioural and cultural change is embedded



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Progress to Date - Governance

- Robust governance arrangements in place for monitoring projects
- Project Management Methodology Documents:
 - **Concept, Blueprint, Business Case, Project Closure and Benefits Realisation Tracker**
- Regular dialogue on Transformation and Business Change weekly at Service Development Board (SDB). Chaired by the Chief Executive.
- Project Dashboards reviewed monthly with Directorate Project Leads.
- Regular meetings with the Cabinet Portfolio Lead for Transformation and the Leader of the Council.
- Monthly project progress updates to full Cabinet TZ0



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Overview of Current Projects

- **27 live projects** monitored via the PMO on a monthly basis with Project Leads. Split across 6 directorates:
 - Place
 - Central Services
 - Adult Social Care & Health
 - Children's Social Care
 - Digital and Intelligence
 - Finance
- Flexible and adaptable programme to meet the needs of the Council
- Programme of projects is about efficiency, achieving MTFE savings targets, invest to save, cost avoidance, and income generation.



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Council Strategy 2022-2026

Our ambition for residents

Hillingdon is a safe, inclusive, green, more digital borough with a strong economy.

We want all our residents to:

- Live active and healthy lives
- Enjoy access to green spaces, leisure activities, culture and arts
- Live in a sustainable borough that is carbon neutral
- Be/feel safe from harm
- Live in good quality, affordable homes in connected communities
- Stay living independently for as long as they are able
- Achieve well in education, with opportunities for learning at all ages
- Have opportunities to earn an income that supports their families

Safe and strong communities

Hillingdon is a safe place with resilient, strong communities with access to good quality, affordable housing.

We will:

- Work to keep residents safe from harm.
- Actively work in partnership with the Police, other partners and communities to prevent and tackle crime, including anti-social behaviour and drug-related crime.
- Support all residents across the Borough in their ability to have equal access to information, advice and services and to play an active role in resilient and respectful communities.
- Take enforcement action to protect residents and the environment.
- Enable more new homes to be available, in the appropriate places.
- Increase the number of affordable homes available each year.
- Work to prevent homelessness, including rough sleeping.

Our commitments to residents

Thriving, healthy households

Children, young people, their families and vulnerable adults and older people live healthy, active and independent lives.

We will:

- Work with partners, including schools and the voluntary sector, to deliver a range of innovative programmes that help improve the health of our residents and tackle differences in health outcomes.
- Support the most vulnerable residents in our communities to live independently.
- Develop housing options for vulnerable adults and older people that promotes active independent living.
- Develop innovative ways for residents to access early advice and support when they need it, to help prevent needs escalating.
- Work with the NHS and other partners to continue to develop joined-up services to meet the health, care and support needs of residents in the community, including the development of a new Hillingdon Hospital.
- Work with partners to ensure better access to healthcare in the community.
- Explore ways to work innovatively with the voluntary sector to help improve health and wellbeing outcomes for residents.
- Ensure every Hillingdon child has access to a school place, including children with additional needs.
- Improve educational outcomes with partners and work to reduce the achievement gaps for children, including those with vulnerabilities and special educational needs and/or disabilities (SEND) in a 'Good' and 'Outstanding' local education setting.
- Increasing supported employment and apprenticeships for vulnerable people.
- Develop opportunities to support children with social, emotional and mental health and wellbeing at an early stage.
- Improving digital access for all.
- Develop programmes that enrich the lives of young people and support them to move successfully into adulthood and be ready for work.

Our ambition for the council

We will strive to be an efficient, well-run, digital-enabled council working with partners to deliver services to improve the lives of all our residents.

A thriving economy

We are actively working with local businesses and partners to create a borough where businesses grow within a strong economy and local people can improve their skills and enjoy good quality jobs.

We will:

- Work with partners and local businesses to promote investment and business growth, including attracting new companies to the borough.
- Procure services that supports local businesses and adds social value.
- Work in partnership with local employers and other stakeholders to provide opportunities for residents to learn new skills, to find local jobs and progress into better-quality jobs.
- Strengthen the digital infrastructure in the borough.
- Create opportunities for investment in sustainable local infrastructure to support economic growth.
- Work with partners to help tackle low pay.
- Support thriving multi-purpose, viable town centres, including estate regeneration, creating a new master plan for Uxbridge and exploring similar opportunities for other areas of the borough.
- Target support to help residents out of financial hardship.

A digital-enabled, modern, well-run council

We are a well-run, sustainable council with sound financial management, achieving positive outcomes for residents.

We will:

- Be a strong leader of joined-up public services for Hillingdon residents.
- Continue to advocate on behalf of residents and businesses to promote and protect the best interests of the borough.
- Promote resident engagement across all communities.
- Embrace technology to be efficient and make it easier for residents to use council services, including supporting those who are unable to use technology.
- Continue to deliver a modern, responsive customer service.
- Make the best use of our land and buildings.
- Ensure value for money in the procurement and delivery of services.
- Continue to review and develop services to achieve the best possible outcomes for residents and communities.
- Develop a diverse, committed and skilled workforce in the borough.

A green and sustainable borough

Hillingdon will be a sustainable, carbon-neutral borough, protecting Hillingdon's heritage, built environment and valued green spaces. Residents will live in pleasant neighbourhoods with access to sustainable waste management and transport.

We will:

- Work towards being a carbon-neutral organisation by delivering Hillingdon's Climate Action Plan with partners, including planting more trees and enabling investment in new sustainable infrastructure. Create opportunities to increase biodiversity across the borough.
- Protect the heritage, built environment, green belt, parks and open spaces.
- Promote sustainable transportation, including walking, cycling, the use of public transport and electric vehicles.
- Help residents and businesses to reduce waste and increase recycling.
- Help to improve the energy efficiency of homes.

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Projects – aligned to the Council Priorities		
Project	Project Description	Project Sponsor (s)
Council Strategy Theme 1: Safe and Strong Communities (project in flight since August 2023)		
Project Neptune (Housing and Homelessness)	Review of Housing and Homelessness: management of the delivery of activity to improve the Councils Housing Advice and Homelessness Service.	Dan Kennedy
Council Strategy Theme 2: Thriving Healthy Households (Project is due to be implemented in April 2024)		
Review of the Council's Fostering Offer	Completion of a diagnostic of the service, including reviewing the challenges that the Council is facing in terms of the retention and attraction of Foster Carers.	Julie Kelly
Council Strategy Theme 3: A Green and Sustainable Borough (Ongoing project)		
UK Shared Prosperity Fund	Management of the allocation of our UK Shared Prosperity, to support our Communities and Place, Economic Development and Capital Projects.	Dan Kennedy/Andy Evans
Council Strategy Theme 4: A Thriving Economy (Project at concept stage)		
Employability Project	Look at the viability of a one stop shop for all employability activities including grant funding opportunities for employability both through learning initiatives but also when we create positive outcomes. To generate income through offering candidates to local organisations and businesses, with cost effective rates and which can then be re-invested.	Sandra Taylor and Julie Kelly
Council Strategy Theme 5: A digital enabled, modern, well run council (project has funding and planning for delivery underway)		
Customer Experience	To develop and utilise the benefits of voice automation corporately for customers accessing Council services through one number with a view to improve the customer experience, reduce call wait times, increase efficiency and reduce costs.	Matthew Wallbridge

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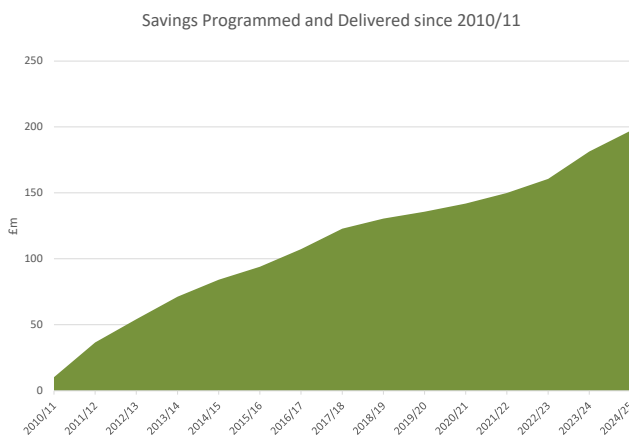
Transformation and Business Change Delivering Financial Effectiveness



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The Financial Case for Service Transformation



- Strong track record on development and delivery of efficiency programmes enabling the Council to operate within an ever more constrained funding envelope – totalling £197m from 2010/11 to 2024/25.
- Ongoing requirements with the latest MTFF identifying a gross savings requirement of £52m over five years to 2028/29 which will necessitate a further drive for release of cashable savings through service transformation.



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CABINET FORWARD PLAN

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Anisha Teji, Democratic Services
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

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

RECOMMENDATION

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

BACKGROUND PAPERS

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

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										
Cabinet meeting - Thursday 18 April 2024 (report deadline 2 April)										
158	Counter-fraud and corporate related investigative policies	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
208	London Borough of Hillingdon Digital Strategy	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			Public
209	Microsoft Azure [Infrastructure Platform] as a Service	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			Private (3)
Cabinet Member Decisions expected - May 2024										
Cabinet meeting - 27 June 2024 (report deadline 10 June)										
SI 17	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
Cabinet Member Decisions expected - June 2024										
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All		C - Democratic Services	Various		Public
Cabinet meeting - Thursday 25 July 2024 (report deadline 8 July)										
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
Cabinet Member Decisions expected - July 2024										
AUGUST 2024 - NO CABINET MEETING										
Cabinet meeting - Thursday 12 September 2024 (report deadline 23 August)										
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public
Cabinet meeting - Thursday 10 October 2024 (report deadline 23 September)										

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	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		All Cabinet Members	All	C - Democratic Services			Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public

Cabinet meeting - Thursday 7 November 2024 (report deadline 21 October)

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

Cabinet meeting - Thursday 12 December 2024 (report deadline 25 November)

110a	The Council's Budget - Medium Term Financial Forecast 2025/26 - 2029/30 (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2025/26 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	Proposed Full Council adoption - 20 February 2025	Cllr Martin Goddard - Finance	All	R - Andy Evans	Public consultation through the Select Committee process and statutory consultation with businesses & ratepayers		Public
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Andy Evans			Public

CABINET MEMBER DECISIONS: Standard Items (SI) that may be considered each month

SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors - this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills - Corporate Services / Cllr Ian Edwards - Leader of the Council (if in Ruislip Manor ward)	Finance and Corporate Services	P - Natasha Norton	Local consultation within the Ward undertaken by Ward Councillors		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)
	Cllr Martin Goddard - Finance	Finance & Corporate Services	R - Iain Watters			Private (1,2,3)

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	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a
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WORK PROGRAMME

Committee name	Finance and Corporate Services Select Committee
Officer reporting	Anisha Teji – Democratic Services
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

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

RECOMMENDATIONS

That the 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
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	May	June	July	September	November	January	February	March	April
	No meeting	12	23	17	19	9	11	4	10
Review A: TBC									
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
Review B: Council's consultation arrangements									
Topic selection / scoping stage									
Witness / evidence / consultation stage									
Findings, conclusions and recommendations									
Final review report agreement									
Target Cabinet reporting									
Regular service & performance monitoring									
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			
Cabinet Forward Plan Monthly Monitoring		X	X	X	X	X	X	X	X
One off information items									
Scrutiny Introduction (Democratic Services)		X							
Policy Review Discussion & Guidance									
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				
Staff skills, learning and development									X
Transformation work to deliver savings									
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	
Past review delivery									
Performance Monitoring & Reporting Review 2021/22				X					
Procurement Review 2023/24					X				
Internal use only									
Date deadline confirmed to report authors									
Report deadline									
Agenda published									

Committee Site Visits

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