



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

## Councillors on the Committee

Richard Lewis (Chairman)

Michael White (Vice Chairman)

Sid Garg

Liz Kemp

Carol Melvin

Robin Sansarpuri

**Date:** WEDNESDAY, 20  
JANUARY 2010

**Time:** 7.30 PM

**Venue:** COMMITTEE ROOM 3 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE UB8  
1UW

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

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# **Policy Overview**

## **About this Committee**

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Deputy Chief Executive's Office and Finance and Resources Directorate and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider performance reports and comment on budget and service plan proposals for the Deputy Chief Executive's Office and Finance and Resources Directorate.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

## Terms of Reference

The Constitution defines the terms of reference for Policy Overview Committees as:

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within their remit (before they are taken by the Cabinet);

Policy Overview Committees will not investigate individual complaints.

This Committee performs the Policy Overview role in relation to the following services:

1. human resources and personnel service;
2. e-Government and ICT;
3. democratic services;
4. legal services;
5. the Council's property portfolio, including property and asset acquisition and disposal, and capital programme;
6. corporate finance, including:
  - a. development of a medium term budget strategy;
  - b. scrutiny of the Council's management of its resources;
  - c. reviewing the operation of the Council's financial rules making proposals to the Cabinet and/or Council for their development
7. the Council's overall performance and corporate improvement work particularly in relation to the Comprehensive Performance Assessment and Corporate Assessment;
8. economic development and single regeneration budget;
9. the Local Strategic Partnership and Community Strategy;
10. Local Area Agreement;

11. community partnerships and the Council's voluntary sector strategy;
12. corporate aspects of diversity & equalities policy;
13. Best Value;
14. any other cross-cutting portfolios that might be created and any functions not included within the remit of the other Policy Overview Committees.

# Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes of the meeting held on 12 November 2009
- 4 Exclusion of Press and Public  
To confirm that items of business marked Part I will be considered in public and that the items marked Part II will be considered in private.
- 5 2010 - 11 Budget Report
- 6 Performance Information Reports for Deputy Chief Executives and Finance & Resources (
- 7 Group Service Plan/Priorities for the Year ahead - Presentations
- 8 Draft Scoping Report for Second Major Review - The Support The Council & Partners Can Give to Small and Medium Enterprises and Town Centres (particularly Small Shops) During the Present Economic Recession
- 9 Work programme 2009/2010
- 10 Cabinet Forward Plan

# Agenda Item 3

## Corporate Services & Partnerships Policy Overview Committee

12 November 2009

### Minutes



HILLINGDON  
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	<p><b>Members Present:</b> Councillors Richard Lewis (Chairman), Ann Banks, Sid Garg, Judith Kelly, Liz Kemp and Robin Sansarpuri.</p> <p><b>Apologies:</b> Councillor Carol Melvin (Councillor Ann Banks substituting) and Councillor Michael White (Councillor Judith Kelly substituting).</p> <p><b>Officers:</b> Kevin Byrne (Head of Policy, Deputy Chief Executive's Office) and Khalid Ahmed (Democratic Services Manager).</p>	
34.	<p><b>Declarations of Interest</b></p> <p>None.</p>	
35.	<p><b>Minutes of the meeting held on 14 October 2009</b></p> <p>Agreed as an accurate record.</p>	
36.	<p><b>Exclusion of the press and public</b></p> <p>It was agreed that all items of business were considered in public.</p>	
37.	<p><b>Major Review: Impact of a Pandemic in Hillingdon and the Effects on Council Services and Residents – Draft Final Report</b></p> <p>Members were informed that at the last Cabinet meeting on 15 October 2009 an interim report of this Committee was considered which recommended three initial recommendations of this Committee's Pandemic review. Cabinet agreed the following:</p> <p>“That Cabinet ask officers to consider, if feasible, the following initial recommendations of the Corporate Services &amp; Partnerships Policy Overview Committee which relate to their review into the effects of a pandemic in Hillingdon and the effects on Council services:</p> <p>a) That a skills and knowledge audit be undertaken of the</p>	<p><b>Action By:</b></p>





	<p>scheduled for 20 January 2010. Officers were asked to arrange an extra meeting for early January to enable Members to commence their second review. Subsequent to the meeting this had been arranged for 6 January 2010.</p> <p><b>Resolved –</b></p> <p>1. That the Work Programme be noted.</p>	<b>Action By:</b>
39.	<p><b>Consideration of Topic for Second Major Review</b></p> <p>The Head of Policy attended the meeting and provided Members with details of the work being carried out by the Council and its partners in the Local Strategic Partnership on responding to the economic downturn in relation to businesses and residents in the Borough.</p> <p>Members were provided with an action plan which had been devised and grouped under the four key LSP themes; supporting residents, protecting the vulnerable, supporting businesses and preparing for the up-turn.</p> <p>Members were informed that an event had taken place in the Middlesex Suite, hosted by Google which had provided businesses with guidance on how to identify customers. This event had proved very successful and had attracted 230 people.</p> <p>A general discussion took place on potential areas for the Committee to look at and areas raised included</p> <ul style="list-style-type: none"> <li>• The plight of small and medium enterprises (SMEs) in the present economic climate and the measures the Council could take to help them</li> <li>• What could the Council do to support town centres, particularly in relation to the closure of small shops</li> <li>• The role of Chambers of Commerce and what the Council could do to support them. The possible use of Ward Budgets?</li> <li>• What could be done in terms of planning policies to improve the Borough's high streets</li> <li>• The support the Council is giving to the Borough's residents during the economic recession to minimise the impact on the local economy and local businesses</li> <li>• The impact of the recession on higher education establishments in the Borough, in terms of the numbers of students who were leaving education and not finding work</li> <li>• Looking at the use of Industrial Units and what could the Council be doing to help these businesses</li> </ul>	



## **BUDGET PROPOSALS REPORT FOR THE DEPUTY CHIEF EXECUTIVE'S OFFICE AND THE FINANCE & RESOURCES DIRECTORATE (CENTRAL SERVICES) 2010/11**

**Contact Officer: Peter Malewicz  
Telephone:01895 277908**

### **REASON FOR ITEM**

To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund revenue budget and capital programme for 2010/11, this report sets out the draft revenue budget and capital programme of the Central Services for 2010/11, along with indicative projections for the following three years. Following consideration by Cabinet on 17 December 2009, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.

Cabinet will next consider the budget proposals on 18 February 2010, and the report will include comments received from Policy Overview Committees. At the meeting on 18 February 2010 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2010/11. Full Council will meet to agree the budgets and Council Tax for 2010/11 on 25 February 2010.

The Committee needs to consider the budget proposals as they relate to Central Services, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

### **OPTIONS AVAILABLE TO THE COMMITTEE**

It is recommended that the Committee notes the budget projections contained in the report, and comments as appropriate on the combined budget proposals put forward by the Central Services, within the context of the corporate budgetary position.

### **INFORMATION**

#### **Background**

- 1 This is the second opportunity within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2010/11. The budget report to Council for Council Tax setting for 2009/10 contained savings of £7.5 million rising to a cumulative total savings of £20.1 million required for 2010/11. Cabinet have since provided a budget strategy to address this savings requirement by breaking down the overall target into thematic groupings consisting of specific savings targets. Progress towards the achievement of these targets has been monitored monthly by CMT and reported to the Leader of the Council. In addition, all Groups have been involved in a three stage budget planning and challenge

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process, and it is the output of this process that forms the basis of the budget proposals set out in this report.

- 2 At its meeting in July 2009, the Committee considered the overall budget planning context, pressures and constraints faced by the Group. For this meeting these themes have been translated into detailed budget proposals for the coming financial year. The report outlines the Group's draft revenue budget and capital programme for 2010/11, with indicative projections for the following three years.
- 3 The structure of the report reflects the budget proposals reported to Cabinet on 17 December 2009, and sets out the aggregate corporate position, followed by the Central Services proposals extracted from the corporate budget.

### **The Budget and Policy Framework Procedure Rules**

- 4 The consultation on the budget proposals commenced on 30 December 2009, and reflects the recommendations and decisions taken by Cabinet on 17 December 2009.
- 5 There will be a further consideration by Cabinet of the budget proposals on 18 February 2010, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services and Partnerships Policy Overview Committee. Council will be requested to approve the Cabinet's proposals on 25 February 2010, and if approved without further amendment they will be effective immediately.

### **Corporate Summary**

- 6 While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
- 7 The revenue budget proposals have been developed to deliver a zero increase in Council Tax for 2010/11 whilst maintaining balances and reserves at £12 million over the medium term. This means that Cabinet will have achieved the following budget parameters:
  - zero increase for Hillingdon's element of the Council Tax for the second successive year
  - zero increases on discretionary fees and charges for Hillingdon's residents for the second successive year
  - priority growth available for new initiatives averaging over £1 million in each of the last four years
- 8 The budget strategy has been delivered through a rigorous focus on identifying savings and efficiencies across the Council through a flexible thematic approach to

setting savings targets that has been monitored in conjunction with the Leader of the Council through the budget process.

- 9 This has led to the identification of £9.8 million of savings for 2010/11, and has allowed the draft budget proposals to absorb £8.1 million of service budget pressures.
- 10 Outstanding issues remain over the level of funding for services to unaccompanied asylum seeking children. Previous assumptions of an improved funding regime based on a move towards specialist authority status have not materialised thus far, although work is continuing to influence the approach to asylum funding being developed by the UK Border Agency. Accordingly additional funding for asylum risks of over £0.7 million has been added back into the contingency for 2010/11, to bring the funding in the draft budget to £1.2 million. This means that the budget proposals only provide a part of the £3 million budget pressure being reported on asylum services in the current year, pending the outcome of lobbying over special funding with Ministers in the Home Office. Consequently a further review of the funding of financial risks in the Development and Risk Contingency will be conducted prior to the recommendation of the final budget proposals for 2010/11 to Cabinet and Council in February 2010.
- 11 Provision has been made in the budget strategy for £1.4 million of priority growth. A range of items have already been included against this provision based on Cabinet's known expenditure commitments, which to date account for £0.4 million of the provision for 2010/11. These items are set out in the following table. Out of the total £1.4 million priority growth a sum of £1 million remains unallocated for further initiatives during the financial year.

Table 1: Priority Growth

<b>Proposal Title</b>	<b>Growth 2010/11 (£000s)</b>	<b>Growth 2011/12 (£000s)</b>
<b><u>Existing Commitments / New Proposals</u></b>		
Running Costs of Additional Young People's Centres	239	370
Investment in Support for Carers	70	70
Hillingdon Improvement Programme Officer	53	53
Voluntary Sector Grant Programme	50	50
<b>Sub-total</b>	<b>412</b>	<b>543</b>
Unallocated Priority Growth	1,000	2,000
<b>Total</b>	<b>1,412</b>	<b>2,543</b>

- 12 The draft capital programme over four years is worth £236.2 million with £83.0 million of capital expenditure in 2010/11. This includes funding for new General Fund projects of £16.7 million such as the development of new library, adult education and youth service facilities adjacent to the existing South Ruislip Library, the upgrade and enhancement of Highgrove Pool, the refurbishment or redevelopment of seven other libraries over three years, the completion of the upgrade of recycling facilities at New Years Green Lane Civic Amenity Site and the improvement of environmental assets such as Ruislip Lido and Little Britain Lake.
- 13 In addition, the capital programme provides almost £10 million of funding for key ongoing programmes including the Chrysalis programme, the Leader's Initiative and the upgrade of local town centres.

## **Deputy Chief Executive's Office (DCEO) Budget Proposals**

### **Summary of Key Financial Issues**

- 14 The main financial focus for the DCEO has been to ensure that the outcomes of the Service Review have been fully implemented and that savings identified have been delivered effectively.
- 15 The main challenge for the DCEO has been the development of Legal Services and the HR Service within the structure, as these two services have been through a major restructuring exercise, with demanding targets for improvement.
- 16 As part of the 2010/11 budget, the DCEO have identified savings of £400k. It has been a significant challenge for the department to identify opportunities to deliver this, given additional demands for the related services, however, proposals are now in place which will achieve the savings required.

### **Revenue Budget 2010/11**

- 17 The movement between the current year's budget and the draft budget requirement for 2010/11 is summarised in Table 2 below. This identifies that the budget for 2010/11 will increase by £420k to a budget of £13,614k, from a base budget of £13,194. It should be noted that this excludes Support Service recharges (both in and out), which effectively reflects the true cost of the service before they are recharged to other departments. Each of the lines in Table 2 is set out in the following sections and in Appendix A.

**Table 2: DCEO Revenue Budget 2010/11**

	<b>Budget (£000s)</b>	<b>Budget (£000s)</b>
<b>Budget 2009/10</b>		<b>13,194</b>
Inflation		0
<b>Corporate Items</b>		
Increased Pension Contribution	48	
LAA Reward Grant	530	
New Burdens – Area Based Grant	67	
		645
Service Pressures		0
Priority Growth		50
Savings (Appendix A)		-400
Other Adjustments – Base Adjustments		125
<b>Net Change to Base Budget 2010/11</b>		<b>420</b>
<b>Draft DCEO Revenue Budget 2010/11</b>		<b>13,614</b>

**Corporate Items (£645k)**

18 The adjustments included within Corporate Items, totalling £645k, include the following items:-

- The requirement to fund the increased pension contribution (£48k).
- Reflects the payments of LAA Reward Grant monies, totalling £530k, that the Council has agreed to pay over to its partners (£335k to the Primary Care Trust, £130k to BAA and Uxbridge College and £65k to Groundworks Trust).
- Technical adjustments for increases in the Area Based Grant of £67k, which includes an adjustment of £2k for a Community Call for Action/Overview Committee and £65k for a new Economic Assessment Duty.

**Priority Growth (£50k)**

19 Limited Growth of £50k, for the provision of a Voluntary Sector Support Package has been included in the draft budget for consultation. This is based on Cabinets' known expenditure commitments, and is drawn from the items included in Table 1 above. A sum of £1 million remains unallocated for further priority growth initiatives during the financial year.

### Service Pressures (nil)

- 20 The identification, in advance, of all service pressures, thereby reducing the likelihood of unexpected overspends within the financial year, is one of the key objectives of the strategic budget process. Failure to identify a pressure over which there is no control is likely to result in an overspend in the year, and a need to take corrective action that may have an impact on services elsewhere in the authority.
- 21 For the DCEO there are no identified service pressures.

### Savings (-£400k)

- 22 The six key strategic themes that cut across all service areas and used to provide the framework against which savings proposals in this report have been grouped, are as follows:
- Procurement
  - Process Efficiency
  - Effectiveness / Preventative Services
  - Maximising Funding Opportunities
  - Income Generation
  - Service Prioritisation
- 23 The savings included in the draft budget for the Deputy Chief Executive's Office total £400k are summarised in Table 3 below and explained in more detail in Appendix A:-

**Table 3 – DCEO Savings Proposals**

<b>Proposal</b>	<b>2010/11 £000</b>
Review of Learning and Development	-50
Review of DCE Group Structures & Services	-245
Review of Legal Structure	-50
Partnerships Business & Community Engagement	-40
Member Development	-15
<b>Total DCEO Savings Proposals</b>	<b>-400</b>



### **Other Adjustments (£125k)**

- 24 The Other Adjustments budget adjustment of £125k, reflects technical adjustments that need to be made to take out of the roll forward budget and one off in year adjustments that have been made in the 2009/10 budgets. This includes items such as the increase in the Christmas Lighting Fund for Town Centres and the requirement to deliver in year efficiency savings in 2009/10.

### **Development and Risk Contingency (£40k)**

- 25 The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year, but that can be applied to issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year. The current draft Development and Risk Contingency includes a provision of £40k for the Joint Appointment of a Director of Public Health.

## **Finance & Resources (F&R) Directorate Budget Proposals**

### **Summary of Key Financial Issues**

- 26 The main financial focus for the F&R Directorate has been to ensure that the outcomes of the Service Review have been fully implemented and that savings identified have been delivered effectively.
- 27 The main challenge for the F&R Directorate has been the unification of the ICT Services within the department, which has involved in a major restructuring exercise.
- 28 As part of the 2010/11 budget, the F&R Directorate has identified savings of £509k, which are set out in Appendix C.

### **Revenue Budget 2010/11**

- 29 The movement between the current year's budget and the draft budget requirement for 2010/11 is summarised in Table 4 below. This identifies that the budget for 2010/11 will increase by £134k to a budget of £25,206k, from a base budget of £25,072. It should be noted that this excludes Support Service recharges (both in and out), which effectively reflects the true cost of the service before they are recharged to other departments. Each of the lines in Table 4 is set out in the following sections and in Appendices B and C.

**Table 4: F&R Revenue Budget 2010/11**

	<b>Budget (£000s)</b>	<b>Budget (£000s)</b>
<b>Budget 2009/10</b>		<b>25,072</b>
Inflation		0
<b>Corporate Items</b>		
Increased Pension Contribution	64	
London Pensions Fund Authority Levy	95	
		159
Service Pressures (Appendix B)		244
Priority Growth		0
Savings (Appendix C)		-509
Other Adjustments – Base Adjustments		240
<b>Net Change to Base Budget 2010/11</b>		<b>134</b>
<b>Draft F&amp;R Revenue Budget 2010/11</b>		<b>25,206</b>

**Corporate Items (£159k)**

- 30 The adjustments included within Corporate Items, totalling £159k, include the requirement to fund the increased pension contribution (£64k), and the increase of £95k in the London Pensions Fund Authority Levy.

**Service Pressures (£244k)**

- 31 The identification, in advance, of all service pressures, thereby reducing the likelihood of unexpected overspends within the financial year, is one of the key objectives of the strategic budget process. Failure to identify a pressure over which there is no control is likely to result in an overspend in the year, and a need to take corrective action that may have an impact on services elsewhere in the authority.
- 32 Table 4 above includes service pressures of £244k, which are set out in more detail in Appendix B.

**Priority Growth (nil)**

- 33 No Growth has been identified within the F&R Directorate. There is however, a sum of £1 million, which remains unallocated for further priority growth initiatives during the financial year.

## Savings (-£509k)

- 34 The six key strategic themes that cut across all service areas and used to provide a framework against which savings proposals in this report have been grouped, are as follows:
- Procurement
  - Process Efficiency
  - Effectiveness / Preventative Services
  - Maximising Funding Opportunities
  - Income Generation
  - Service Prioritisation
- 35 The savings included in the draft budget for the F&R Directorate total £509k and are summarised in Table 5 below and explained in more detail in Appendix C:-

**Table 5 – F&R Savings Proposals**

<b>Proposal</b>	<b>2010/11 £000</b>
NNDR/Council Tax Recovery Outsourcing	-185
Microsoft Licences Payment Holiday	-130
Review of Delivery of Specialist Internal Audit Services	-38
Adult Social Care System Support	-78
NNDR Credit Balances Write-on	-50
ICT Potential Service Changes	-28
<b>Total F&amp;R Savings Proposals</b>	<b>-509</b>

## Other Adjustments (£240k)

- 36 The Other Adjustments budget adjustment of £240k reflects technical adjustments that need to be taken out of the roll forward budget relating to one off in year adjustments that have been made in the 2009/10 budgets. This includes the requirement to deliver in year efficiency savings in 2009/10.

## Development and Risk Contingency (£420k)

- 37 The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year, but that can be applied to issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year. The current draft Development and Risk Contingency includes a provision of £420k to cover the cost of Uninsured Insurance Claims.

## **Fees and Charges**

- 38 The Council is empowered to seek income from fees and charges to service users across a wide range of activities. Some of these fees and charges are set by the Government or other stakeholders, but many others are set at the discretion of the Council, based on Cabinet's recommendations.
- 39 Cabinet agreed a fees and charges policy for the Council in February 2009 that sets out the overarching approach and objectives for setting fees and charges in Hillingdon. These objectives are summarised as:
- putting residents first, through the Hillingdon First residents' card;
  - delivery of the strategic objectives of each service area and its contribution to the overall strategy of the Council as set out in the Council Plan;
  - delivery of the Council's objectives for older people;
  - delivery of the Council's objectives for children and young people;
  - delivery of the Council's objectives for families;
  - recognising the particular contribution of certain groups and use charges flexibly, for example in respect of older people, ex-military service personnel, local economically active young people, and other groups;
  - taking into account the Council's approach to delivering value for money and continuous improvement in all of its services.
- 40 Schedules detailing the proposals relating to fees and charges for 2010/11 for the Central Services are attached at Appendix D.

## **Capital Programme**

- 41 The capital programme for 2009/10 was approved by Cabinet and Council as a one-year capital budget that completes the ambitious capital strategy dating back to the start of the current Administration, the centrepiece of which has been the major investment in leisure and cultural facilities funded by a targeted disposal of high value surplus sites.
- 42 The ability also to continue such a strategy in the future has been severely affected by the impact of the recession on property prices and consequent reduction in capital receipts over the last 18 months.
- 43 The process of developing the capital programme has therefore focused on maximising the use of identified funding, and sustaining key ongoing programmes through a closer alignment of resources including revenue funding streams to capital expenditure, in order to minimise the level of new borrowing that ultimately impact on the budget requirement funded through Council Tax.
- 44 A summary of the draft capital programme for the DCEO is shown in Appendix E, and for F&R is shown in Appendix F.

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## **DCEO Capital Programme Budget 2010/11 – 2013/14**

- 45 The DCEO Capital Programme Budget includes schemes totalling £8,851k for 2010/11, £2,980k in 2011/12, £2,295k in 2012/13 and £2,155k in 2013/14. The main reason for the significant decrease from 2010/11 is due to a number of high priority schemes being completed within the financial year.
- 46 Key items within the DCEO draft capital programme for 2010/11 are as follows:
- a) The completion and final payments for the Botwell Green and Hillingdon Sports and Leisure Centres (£300k).
  - b) The development and completion of 3 New Young People's Centres (£1,170k).
  - c) The development and completion of the Phase 3 Children's Centres (£747k).
  - d) The construction of new classes at Longmead School (£874k)
  - e) The construction of the New Years Green Lane Civic Amenity Site (£2,600).
  - f) The continuation of the Chrysalis Programme (£1,000).

## **F&R Capital Programme Budget 2010/11 – 2013/14**

- 47 The F&R Capital Programme Budget includes schemes totalling £3,018k for 2010/11, £1,700k in 2011/12, £1,685k in 2012/13 and £1,615k in 2013/14. The main reason for the significant decrease from 2010/11 is due to the ICT Single Development Plan programme, which needs to be reviewed each financial year. It is highly likely that further capital resources will be required beyond 2010/11 for this programme of works
42. Key items within the F&R draft capital programme for 2010/11 are as follows:
- a) A provision of £928k for the ICT Single Development Plan.
  - b) A provision of £500k for the Property Enhancements Programme.
  - c) A provision of £1,590k for further enhancements to the Civic Centre.

## **BACKGROUND PAPERS**

Medium Term Financial Forecast 2010/11 – 2013/14 – report to Cabinet 17 December 2009

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Ref. No.	Description	Net Variation from 2009/10 Budget			
		2010/11 £(000s)	2011/12 £(000s)	2012/13 £(000s)	2013/14 £(000s)
	<b><u>Savings</u></b>				
	<b><u>Procurement</u></b>				
	<b>Review of Learning &amp; Development</b> Review of Learning & Development commissioning arrangements and the structure and processes within the service.	-50	-50	-50	-50
	<b>Sub-total</b>	<b>-50</b>	<b>-50</b>	<b>-50</b>	<b>-50</b>
	<b><u>Process Efficiency</u></b>				
	<b>Review of DCE Group Structures &amp; Services</b> As part of the wider Business Improvement Delivery programme, it is anticipated that several services and functions will be realigned, generating salary savings.	-245	-245	-245	-245
	<b>Review of Legal Structure</b> The service review has been implemented and will now be subject to a post implementation review that will deliver the savings indicated.	-50	-50	-50	-50
	<b>Sub-total</b>	<b>-295</b>	<b>-295</b>	<b>-295</b>	<b>-295</b>
	<b><u>Service Prioritisation</u></b>				
	<b>Partnerships Business &amp; Community Engagement</b> To undertake a general review of the Partnership service to the wider business community.	-40	-40	-40	-40
	<b>Member Development</b> Review of the Member Development budget created in 2007/08.	-15	-15	-15	-15
	<b>Sub-total</b>	<b>-55</b>	<b>-55</b>	<b>-55</b>	<b>-55</b>
	<b>Total DCEO Savings Proposals</b>	<b>-400</b>	<b>-400</b>	<b>-400</b>	<b>-400</b>

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Ref. No.	Description (By Classification)	Net Variation from 2009/10 Budget			
		2010/11 £(000s)	2011/12 £(000s)	2012/13 £(000s)	2013/14 £(000s)
B	<b><u>Service Pressures</u></b>				
	<b><u>Full Year Effects of Items Agreed During 2009/10</u></b>				
	<b>Finance Support to Education &amp; Children's Services</b> Continuation of the interim support funded in the current year from the HIP Initiatives Budget.	65	65	65	65
	<b>Sub-total</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>
C	<b><u>Identified Price Increases</u></b>				
	<b>Electricity Price Increases</b> The effect of increases reflecting the ongoing general upward pressure on prices in the energy market.	103	103	103	103
	<b>Impact of Business Rates Revaluation on Council Premises</b> The five yearly revaluation of business rates takes effect from April 2010, leading to increases on Council premises that reflect the impact of local economic growth between 2003 and 2008.	39	39	39	39
	<b>Impact of Supplementary Business Rate on Council Premises</b> The impact of a 2p in the pound Supplementary Business Rate on the rates bills of Council premises effective from April 2010.	37	37	37	37
	<b>Sub-total</b>	<b>179</b>	<b>179</b>	<b>179</b>	<b>179</b>
	<b>Total Service Pressures</b>	<b>244</b>	<b>244</b>	<b>244</b>	<b>244</b>

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Ref. No.	Description	Net Variation from 2009/10 Budget			
		2010/11 £(000s)	2011/12 £(000s)	2012/13 £(000s)	2013/14 £(000s)
	<b>Savings</b>				
	<b>Procurement</b>				
	<b>NNDR / Council Tax Recovery Outsourcing</b> Review currently being undertaken as to the most efficient provision of NNDR / Council Tax Recovery services.	-185	-185	-185	-185
	<b>Microsoft Licences Payment Holiday</b> Reduced software licence payments under contract terms.	-130	0	0	0
	<b>Review of Delivery of Specialist Internal Audit Services</b> Savings achieved through reduction of consultancy days in schools contract and replacement with cheaper internal expertise redeployed.	-38	-38	-38	-38
	<b>Sub-total</b>	<b>-353</b>	<b>-223</b>	<b>-223</b>	<b>-223</b>
	<b>Process Efficiency</b>				
	<b>ASC System Support</b> Following the implementation of Liquid Logic Protocol and OCC CONTROCC systems to replace CareFirst a number of maintenance contracts relating to CareFirst come to an end.	-78	-78	-78	-78
	<b>Sub-total</b>	<b>-78</b>	<b>-78</b>	<b>-78</b>	<b>-78</b>
	<b>Maximising Funding Opportunities</b>				
	<b>NNDR Credit Balances Write-on</b> Write on of credit balances on NNDR accounts that are 6 years old.	-50	-50	-50	-50
	<b>Sub-total</b>	<b>-50</b>	<b>-50</b>	<b>-50</b>	<b>-50</b>
	<b>Service Prioritisation</b>				
	<b>ICT Potential Service Changes</b> Minor changes identified as part of a review of the provision of the ICT service will result in savings.	-28	-28	-28	-28
	<b>Sub-total</b>	<b>-28</b>	<b>-28</b>	<b>-28</b>	<b>-28</b>
	<b>Total F&amp;R Savings Proposals</b>	<b>-509</b>	<b>-379</b>	<b>-379</b>	<b>-379</b>

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## Deputy Chief Executive - Registration Births, Deaths &amp; Marriages

Type of Fee/Charge	Description of Fee / Charge	Stakeholder Type	Current Charges (incl of VAT)	Proposed New Charges (incl of VAT)	% Increase
<u>Certificates purchased from the Registrar</u>					
	Birth, Death and Stillbirth - Standard	Mixed	3.50	3.50	0%
	Birth and Stillbirth - Short	Mixed	0.00	0.00	0%
	Birth - Additional Short	Mixed	3.50	3.50	0%
	Marriage	Mixed	3.50	3.50	0%
<u>Certificates purchased from the Superintendent</u>					
	Birth - Standard	Mixed	7.00	7.00	0%
	Birth - Short	Mixed	5.50	5.50	0%
	Death and Marriage	Mixed	7.00	7.00	0%
<u>Marriages/Civil Partnerships (Statutory fees)</u>					
	Entry of each notice	Mixed	30.00	30.00	0%
	Basic ceremony/Schedule in Superintendent's Office	Mixed	40.00	40.00	0%
	Registrar's attendance at Registered Building	Mixed	47.00	47.00	0%
<u>Marriages/Civil Partnerships (Non - Statutory fees)</u>					
	One tier ceremony in four seasons room (Mon-Fri)	Mixed	55.00	55.00	0%
	One tier ceremony in four seasons room (Sat)	Mixed	65.00	65.00	0%
	Two tier ceremony in four seasons room (Mon-Fri)	Mixed	95.00	95.00	0%
	Two tier ceremony in four seasons room (Sat)	Mixed	100.00	100.00	0%
	Three tier ceremony in four seasons room (Mon-Fri)	Mixed	150.00	150.00	0%
	Three tier ceremony in four seasons room (Sat)	Mixed	165.00	165.00	0%
	Ceremony at approved Premises (Mon - Fri)	Mixed	300.00	300.00	0%
	Ceremony at approved Premises (Sat)	Mixed	400.00	400.00	0%
	Ceremony at approved Premises (Sun)	Mixed	445.00	445.00	0%

## Deputy Chief Executive - Registration Births, Deaths &amp; Marriages (Continued)

Type of Fee/Charge	Description of Fee / Charge	Stakeholder Type	Current Charges (incl of VAT) £	Proposed New Charges (incl of VAT) £	% Increase
<u>Other Fees &amp; Charges above</u>					
	Total Statutory & Non-Stat Services (excluding Citizenship & NCS)	Mixed	0.00	0.00	0%
<u>Citizenship ceremony</u>					
	Citizenship ceremony ( Home Office set Fee )	Mixed	80.00	80.00	0%
<u>Nationality Checking</u>					
	Nationality Checking Service	Mixed	45.00	45.00	0%
<u>Registration confirmation letters</u>					
		Mixed	15.00	15.00	0%
<u>Edited registers</u>					
		Mixed	30.00	30.00	0%
<u>Credit reference agencies registers</u>					
		Mixed	500.00	500.00	0%

## Deputy Chief Executive's Office - Corporate Communications

Type of Fee/Charge	Description of Fee / Charge	Stakeholder Type	Current Charges (incl of VAT)	Proposed New Charges (incl of VAT)	% Increase
<u>Advertising charges in Hillingdon People</u>					
	Full page	Business	1,610.00	1610.00	0%
	Half page	Business	920.00	920.00	0%
	Quarter page	Business	575.00	575.00	0%
	Eighth page	Business	287.50	287.50	0%
	Display box	Business	138.00	138.00	0%
	Back page	Business	1,840.00	1840.00	0%
	Inside front full page	Business	1,725.00	1725.00	0%
	Inside front half page	Business	977.50	977.50	0%

## Finance &amp; Resources - Civic Centre Room Hire Rates

Type of Fee/Charge	Description of Fee / Charge	Stakeholder Type	Current Charges (incl of VAT)	Proposed New Charges (incl of VAT)	% Increase
<u>Civic Centre Room Hire Rates</u>					
	CR2	Mixed	21.55	21.55	0%
	CR3	Mixed	28.62	28.62	0%
	CR3a	Mixed	25.83	25.83	0%
	CR3/3a combined	Mixed	43.08	43.08	0%
	CR4	Mixed	34.33	34.33	0%
	CR4a	Mixed	25.83	25.83	0%
	CR4/4a combined	Mixed	43.08	43.08	0%
	CR5	Mixed	43.08	43.08	0%
	CR6	Mixed	43.08	43.08	0%
	CR7	Mixed	20.18	20.18	0%
	CR8	Mixed	21.58	21.58	0%
	CR9	Mixed	21.58	21.58	0%
	Interview rooms	Mixed	13.45	13.45	0%
	Council Chamber	Mixed	82.78	82.78	0%
	Middlesex Suite (Day)	Mixed	78.83	78.83	0%
	Middlesex Suite (Night)	Mixed	110.25	110.25	0%
	Bar Area	Mixed	43.08	43.08	0%



**Finance & Resources - Revenue Services**

Type of Fee/Charge	Description of Fee / Charge	Stakeholder Type	Current Charges (incl of VAT)	Proposed New Charges (incl of VAT)	% Increase
<u>Summons</u>	Council Tax	Residents	95.00	95.00	0%
	NDR	Business	165.00	165.00	0%

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<b>Capital Programme 2010/11 - 2013/14</b>						
<b>Project</b>	<b>Group</b>		<b>Draft Programme 2010/11 (£000s)</b>	<b>Draft Programme 2011/12 (£000s)</b>	<b>Draft Programme 2012/13 (£000s)</b>	<b>Draft Programme 2013/14 (£000s)</b>
<b>Capital Expenditure</b>						
<u>Major Construction Projects</u>						
Leisure Development - Botwell Green	P&CS		200	0	0	0
Hillingdon Sport & Leisure Centre	P&CS		100	0	0	0
Major Construction Projects Fees	Corporate		630	630	630	630
New Young People's Centres	E&CS		1,170	0	0	0
Children's Centres - Phase 3	E&CS		747	0	0	0
Longmead Section 106	E&CS		874	0	0	0
New Years Green Lane Civic Amenity Site	E&CP		2,600	0	0	0
Farm Barns	F&R		235	155	0	0
Sub-total			6,556	785	630	630
<u>Programmes of Works</u>						
Chrysalis Programme	DCE		1,000	1,000	1,000	1,000
Town Centres Initiatives	DCE		325	325	325	325
Leader's Initiative	DCE		300	200	200	200
Sub-total			1,625	1,525	1,525	1,525
<u>Partnership Projects</u>						
LAA Reward Grant Share to Primary Care Trust	Partners		335	335	0	0
LAA Reward Grant Share to Community Safety Partnership	Partners		140	140	140	0
LAA Reward Grant Share to BAA & Uxbridge College	Partners		130	130	0	0
LAA Reward Grant Share to Groundwork Trust	Partners		65	65	0	0
Sub-total			670	670	140	0
<b>Programme Total</b>			<b>8,851</b>	<b>2,980</b>	<b>2,295</b>	<b>2,155</b>

<b>Capital Programme 2010/11 - 2013/14</b>						
<b>Project</b>	<b>Group</b>		<b>Draft Programme 2010/11 (£000s)</b>	<b>Draft Programme 2011/12 (£000s)</b>	<b>Draft Programme 2012/13 (£000s)</b>	<b>Draft Programme 2013/14 (£000s)</b>
<b><u>Capital Financing</u></b>						
<b>Source</b>						
Government Specific Capital Grants			747	0	0	0
Capital Receipts - General Fund			100	1,645	1,605	0
Supported Borrowing			0	0	0	0
LAA Reward Grant			2,230	970	140	0
Other External Funding			874	0	0	0
Additional Capital Programme Financing from Asset Income			65	365	550	1,525
Unsupported Borrowing funded by Revenue Savings (Invest-to-Save)			0	0	0	0
Unsupported Borrowing funded by Council Tax			4,835	0	0	630
<b>Programme Total</b>			<b>8,851</b>	<b>2,980</b>	<b>2,295</b>	<b>2,155</b>

<b>Capital Programme 2010/11 - 2013/14</b>					
<b>Project</b>	<b>Service</b>	<b>Draft Programme 2010/11 (£000s)</b>	<b>Draft Programme 2011/12 (£000s)</b>	<b>Draft Programme 2012/13 (£000s)</b>	<b>Draft Programme 2013/14 (£000s)</b>
<b>Capital Expenditure</b>					
<u>Programmes of Works</u>					
ICT Single Development Plan	Corporate ICT	928	0	0	0
Property Enhancements Programme	Property	500	500	500	500
Sub-total		1,428	500	500	500
<u>Other Community &amp; Environmental Projects</u>					
Civic Centre Enhancements	Property	1,590	1,200	1,185	1,115
Sub-total		1,590	1,200	1,185	1,115
<b>Programme Total</b>		<b>3,018</b>	<b>1,700</b>	<b>1,685</b>	<b>1,615</b>
<b>Capital Financing</b>					
<b>Source</b>					
Government Specific Capital Grants		222	0	0	0
Capital Receipts - General Fund		2,651	1,580	1,505	0
Supported Borrowing		0	0	0	0
Other External Funding		0	0	0	0
Additional Capital Programme Financing from Asset Income		145	120	180	0
Unsupported Borrowing funded by Revenue Savings (Invest-to-Save)		0	0	0	0
Unsupported Borrowing funded by Council Tax		0	0	0	1,615
<b>Programme Total</b>		<b>3,018</b>	<b>1,700</b>	<b>1,685</b>	<b>1,615</b>

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# Agenda Item 6

## Report for Corporate Services & Partnerships Policy Overview Committee

**Date of Meeting:** 20<sup>th</sup> January 2010

**Performance Information Report, to end of Sept 2009 (Q1 and Q2 09/10)**

**Contact Officer:** Kevin Byrne

**Telephone:** ext 0665

### Reason for item

The Terms of Reference for Policy Overview Committees include:

“To monitor the performance of the Council services within their remit (including the management of finances and risk).”

The Quarterly Performance Information Report provides POC with an overview of the performance in the **Deputy Chief Executive’s Office**.

### Options open to the Committee

1. Consider, question officers and comment on the reports, as appropriate.
2. Agree to raise any concerns with the relevant Cabinet member
3. Or note the content of the reports.

### Information

The role of the Deputy Chief Executive Office (DCEO) is to support the Deputy Chief Executive in the role of support to the Chief Executive, the Corporate Management Team and Cabinet in leading the council, delivering the council’s vision, providing leadership and direction to the staff of the council and to engage with the councils key partners to deliver the Council Plan and the Sustainable Community Strategy. Within the council the DCEO is responsible for supporting the efficient management of the political and democratic process, development of corporate policy and partnership arrangements, supporting the economic regeneration and leading the Hillingdon Improvement Programme (HIP). The department’s corporate communications unit delivers internal and external communications activity, ensuring residents, staff and councillors have relevant information about council services, policies and procedures. Further to the supporting role the DCEO is also responsible for coordinating the organisation in achieving the overall corporate objectives

The Quarterly Performance Information Report is intended to provide a review of the actions taken to meet the Council Plan targets, the Comprehensive Area Assessment (CAA) targets and key local performance indicators that the groups use to manage and monitor their performance. This report shows that performance management is actively taking place in DCEO. As requested previously, further historical data has been provided so that the results can be seen in context.

### Backing Documents

Corporate Services & Partnerships POC      20 January 2010  
PART 1 – MEMBERS, PUBLIC & PRESS

None

### **Suggested Overview Activity.**

1. The Committee to question Officers about their groups' performance as set out in the Report.
2. Make recommendations to Cabinet or Cabinet Member as appropriate

## **Section A – Serving our community & customers**

### **Comprehensive Area Assessment (CAA)**

The performance information for 2008/09 was used for both the Area Assessment and the Organisational Assessment elements of the CAA. Key sources for the CAA are the National Indicators which are included in the Local Area Agreement. On the 9 December 2009, the Communities for Local Government (CLG) released the scores for the first year of the CAA.

The Council received a score of 3 for the Organisational Assessment with the comment 'Overall Hillingdon performs well. The Council has made good progress in improving services that residents say are their priorities. The Council makes sure that its services provide good value for money.'

As part of the Area Assessment we were awarded a Green Flag for 'Partnership working to support unaccompanied asylum seeking children'. Green flags represent exceptional performance or outstanding improvement which results in proven delivery of better outcomes for local people.

Further information regarding the CAA can be found on the governments 'OnePlace' website -<http://oneplace.direct.gov.uk/Pages/default.aspx>

### **Council plan targets**

DCEO has 12 targets in the Council Plan which are under the theme *servicing our community and customers*. At the end of Q2, there are 2 targets which have been completed. These are the introduction of the apprentice scheme and supporting Brunel University to deliver an enterprising attitudes programme.

1 target was showing some slippage and the remaining 9 targets were all on track. The task showing some slippage is listed below and is due to one of the subtasks, CP006.4 'overseeing the implementation of 3 footpaths in the north and west of the borough' being amber. The remaining subtasks for the task have either been completed or are on target.

<b>Task</b>	<b>Progress Comments</b>
<b>CP006 - We will invest £1M a year on environmental improvements as part of the Chrysalis Programme, which uses council money for innovative local environmental initiatives suggested by residents (MAGGIE ALLEN)</b>	



<b>Task</b>	<b>Progress Comments</b>
CP006.4 - To oversee the implementation of 3 footpaths in the north and west of the borough,	CP006.4 – Sipson Meadow footpath has been completed. TfL are carrying out consultation on the same site as Highland Road footpath and currently awaiting results. Work on Colne Valley footpath has been temporarily suspended whilst the route of the footpath is altered. <b>(AMBER)</b>

### National Indicators

As previously mentioned the NIs were introduced by the Government in April 2008. As these are new indicators historical information is not available. This being the case we are unable to provide any trend information at this time. In DCEO there are 11 National Indicators. 7 are taken from the biennial Place Survey, which is commissioned by the government, the next survey is due to take place in Autumn 2010 and therefore there are no results for these indicators for the current financial year.

Outturns for 2008/09 for NI 161, learners achieving a Level 1 qualification in literacy and NI 163, working age population qualified to at least Level 2 or higher will not be available until spring 2010. They are reported directly to Communities and Local Government (CLG) by the Learning and Skills Council and the Department for Business, Innovation and Skills (BIS).

The results of the remaining 4 NIs are listed below.

<b>PI Code</b>	<b>Description</b>	<b>Target 2008/09</b>	<b>Outturn 2008/09</b>	<b>Target 2009/10</b>	<b>Outturn 2009/10 – Q2</b>
<b>NI 35</b>	Building resilience to violent extremism	Level 2	<b>Level 2 (Green)</b>	Level 2	Annual outturn
<b>NI 152 (LAA)</b>	Working age people claiming out of work benefits	16520	<b>15870 (Green)</b>	16000	6 month delay in receiving information from government department
<b>NI 161 (LAA)</b>	Learners achieving a Level 1 qualification in literacy*	187	First year figure available in autumn 09.	Not available until Spring 2010 due to delay in the release of first year figures.	
<b>NI 163 (LAA)</b>	Working age population qualified to at least Level 2 or higher*	67.1%	Results will be received at the end of the academic year (August 09)	Not available until Spring 2010 due to delay in the release of first year figures.	



## Local Area Agreement (LAA)

Hillingdon's Local Area Agreement (LAA) 2008-11 has been approved by the Council, as the responsible body, and the Secretary of State for Communities and Local Government. This 3 year agreement between local partners and central government describes the priorities and targets for the area.

The Local Area Agreement 2008 (LAA) consists of 45 targets and 10 annual mandatory education targets. It was originally signed off by the Secretary of State for Communities and Local Government on the 1<sup>st</sup> July 2008.

The DCEO are leading on 7 of the 45 LAA targets. Four of these targets are part of the Biennial Place Survey and updates are not available at the end of Q2, details of the remaining three can be seen in the table above.

## Group Action Plan

The 25 group plan targets include the 12 in the Council plan. At the end of Q2, 2 tasks have been completed, 22 of the targets are on track, and 2 are showing some slippage.

The task showing some slippage is 'improve pathways to employment for local people with a focus on closing the inequalities in the rate of worklessness', which is related to the economic downturn and is being monitored by the Partnership, Business and Community Engagement Team.

## Key Performance Indicators for 2009/10

It was agreed previously at SMT that the National Indicators would form the Key Indicators for DCEO to be reported to OMG and CMT. Sitting below the National Indicators are a suite of Local Indicators to monitor the work of the Group.

There are 4 indicators which are monitored quarterly that link to the Council's objective of '*servicing our community and customers*'. All of these are on track at the end of Q2.

## Members enquiries and Customer Complaints

	2007-08 average	Q1 2008-09	Q2 2008-09	Q3 2008-09	Q4 2008-09	Target 2009-10	Q1 2009-10	Q2 2009-10
Members Enquiries	100%	100%	100%	100%	80%	95%	75%	100%
Customer Complaints	0%	N/A*	N/A*	N/A*	100%	95%	N/A*	100%

\* no customer complaints were received for the DCEO in this period

Following a brief dip in performance at the end of 2008/09 and the beginning of 2009/10 performance has now improved and all Members Enquiries are being responded to within the corporate deadlines. This has been achieved by reviewing the process in DCEO and putting improved management controls in place.

## Satisfaction with the council and individual services

Fieldwork for the Resident Survey was extended to the 13th November to take into consideration the effects of the postal strike. 938 surveys were completed, which is a 27% response rate, a relatively good response rate given the postal strikes. This will allow us to make a solid comparison with last year's result.

## Section B – Achieving value for money

### Group plan targets

There are 10 targets in the group plan that will enable the council to achieve its priority of *achieving value for money*. At the end of Q2, 8 tasks are on target, 1 task is showing serious slippage, 1 task is showing some slippage.

The task showing serious slippage at the end of Q2 is the appointment of the Joint Director of Public Health. However, from Q3 this task will be shown as green as we have subsequently recruited to this post and the successful appointment will commence in March 2010.

The task showing some slippage is 'to ensure that major construction projects are completed within budget and time'. This is because some of the projects have slipped including Botwell Green South Ruislip Youth Centre which has slipped due to the change in location and Uxbridge High School as a result of late information from the architect. With effect from December 2009 Major Construction Projects transferred into Planning and Community Services and this will now be monitored by their SMT and relevant POC.

### Local Indicators

There are 6 indicators that can be reported quarterly that link to the council's objective of '*achieving value for money*' and 2 of these are showing some slippage.

Ref	Description	Targets 2009/10	Outturn/ Progress Q1	Outturn/ Progress Q2
28	Ward budget proposals to be brought to closure by 31st March 2010	90%	100% (out of 28 proposals)	85% (out of 82 proposals)
56 (BV12)	Number of working days/shifts lost to sickness absence (not including schools) – <b>COUNCIL WIDE</b>	7.5	6.64 (Projection for year end)	7.73 (Projection for year end)

Although indicator 28 is showing as amber, this is being closely monitored monthly by the Community Engagement team.

Indicator 56 is being closely monitored by HR with monthly progress reports being presented to SMTs and CMT.

## DCEO Group Budget Monitoring

### Revenue

The Deputy Chief Executive's Office budgets projected a pressure of £118k at month 6. This was due to a projected pressure within Human Resources, which relates to the need for agency staff in both the new HR team and the new Payroll team, whilst the permanent structure is being recruited to, this includes the costs of the Head of the service up to the point of handover to the now permanent Head.

These identified pressures will be managed down through a recovery savings plan, which relates to one off reductions in costs that will occur in this year and other planned activity, yet to be implemented.

### Capital

A summary of the DCEO Capital programme for Quarter 2 (month 6) is shown below:

Capital Schemes 2009/10	Original Budget	Revised Budget	Budget Released	Capital Spend Qtr 2	Actual % of Revised Budget	Forecast Outturn	Forecast Variance
	£' 000	£' 000	Y/N	£' 000	%	£' 000	£' 000
Leader's Initiative	200	200	N	0	0%	200	0
Chrysalis	1,000	1,000	Y	300	30%	1,000	0
Town Centre Initiative	325	325	N	0	0%	325	0
HIP Projects	600	400	N	0	0%	400	0
<b>DCE - Total</b>	<b>2,125</b>	<b>1,925</b>		<b>300</b>	<b>16%</b>	<b>1,925</b>	<b>0</b>

Expenditure to month 6 is £300k out of a revised budget of £1,925k, which accounts for 16% of the total programme budget.

As at month 6, 1 scheme out of a total of 4 schemes, have been released from the capital moratorium. The other 3 schemes have not yet been released.

The projected outturn for the capital budget is expected to be in line with the budget.

### 2009/10 Revenue Budget Proposals

The following table summarises the position with regards to the 2009/10 Budget proposals that have been factored into the base budget:

	Green	Amber	Red
Number of Proposals	13	2	1
Percentage	81%	13%	6%

Of the 16 proposals built into the 2009/10 revenue base budget, 13 (81%) are green and have either been completed, or will be completed by the end of the financial year, 2 (13%) are Amber and 1 (6%) is red. The Amber and Red proposals are described in more detail below:

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## Amber:

- a) **Leaders Initiative (£150k growth):** As at month 6 no proposals had been completed under this initiative.
- b) **Joint Appointment of Director of Public Health (£40k growth in risk contingency):** As at month 6 no appointment had been made to this post. (We have subsequently appointed to this post – now showing green)

## Red:

- a) **Implementation of New People Management System (£14k saving):** This saving will not be delivered this year due to the need for agency staff in both the new HR team and the new Payroll team, whilst the permanent structure is being recruited to, this includes the costs of the Head of the service up to the point of handover to the now permanent Head.

## Service Review update

£4.64m of service review savings will be delivered during the course of 2009/10. The breakdown of this target by Group is as follows:

Group	Target 09/10	Savings to date	Outstanding savings
Deputy Chief Executives / Finance & Resources	£1.6m	£1275k	£325k
Adult Social Care Health & Housing	£1.3m	£450k	£850k
Education & Children's Service	£774k	£219k	£555k
Environment & Consumer Protection	£66k	£27k	£39k
Planning & Community Services	£900k	£810k plus £250k to date inward investment	£90k
<b>Total</b>	<b>£4,640k</b>	<b>£2781k</b>	<b>£1859k</b>

The focus going forward will remain on the implementation of service improvement plans, ensuring the projected savings are realised in line with the agreed proposals and timelines.

## Sickness absence

Although dealing with individual staff absences is a day to day management activity, it receives a high level of priority and attention due to the large impact it can have on team output and productivity. The DCEO ended 2008-09 just within its target and had a good first quarter of 2009-10. Absence decreased in the second quarter of 2009-10 leading to a projection of 4.84 days per person by the end of the year. However, latest information shows that Q3 is showing a slight increase in the number of absences and the projection is now close to 4.92 days per person.

The council has taken the swine 'flu pandemic seriously; taking reasonable precautions and putting a monitoring process in place. Overall, this illness has not has not adversely impacted the Group.

	2006-07 Actual	2007-08 Actual	2008-09 Actual	Working Target 2009-10	Q1 2009-10 projection	Q2 2009-10 projection
Average Absence Days	3.93	4.18	6.12	6.5	4.96 projection	4.84 projection
% of absence that is long term	41%	29%	49%		74%	61%

### **Reducing use of agency staff**

In 2008/09, the actual cost of agency spend was 1,430K. The table below shows that as at the end of **September 2009**, the Deputy Chief Executive's Office was employing 12 FTE agency staff, at a cost of £414k and had 18 FTE posts vacant.

Vacant Posts Sept 09 FTE	No of Agency Staff Employed (Sept 09)	Actual YTD (Sept 09) £000	Projected Annual Cost 2009/10 £000	Actual Cost of Agency 2008/09 £000
18	12	414	512	1,430

Based on budget managers' salaries monitoring projections, the expenditure on agency staff is expected to be £512k, which would be £918k less than in 2008/09.

## **Section C – Strengthening planning & performance**

### **Group plan targets**

There are 17 targets in the group plan that will enable the council to achieve its priority of *strengthening planning and performance*. At the end of Q2, 3 of the targets have been completed and the remaining 14 are all on track.

### **Data Quality**

The standard by which data quality for the local authority is assessed is included in the Use of Resources element of CAA. The Corporate Performance Team is running workshops across the council to address the tasks in the action plan and further raise the profile of DQ, data information, data sharing and data protection across the Council and with partners.

### **Use of Resources update**

The Use of Resources assessment along with the managing performance forms the Organisational Assessment element of the CAA. The score was announced on 9 December and appeared on the 'Oneplace' website - <http://oneplace.direct.gov.uk/Pages/default.aspx>



## **Section D – Building a culture for success**

### **Group plan targets**

There are 10 tasks under the *building a culture for success* theme. At the end of Q4, all of these tasks are showing as being completed or are on track and being rolled into 2009/10.

### **Achievements**

At the end of each quarter, achievements are collected from each of the service areas and the more significant ones identified and passed to the Corporate Performance Team. The following table lists the key achievements for DCEO during quarter 1&2. These include securing close to £1.2m in European funding and the launch of the apprenticeship scheme.

	Contributing to							
	Council Plan	Community Strategy	LAA	Improving CAA score	HIP	Good News	Equalities	Value for Money
<b>Serving our community and customers</b>								
Despite the current economic downturn we have achieved 30 confirmed job starts and 30 further job offers to start in October 2009 which is ahead of the Gateway Heathrow profiled target.	✓	✓	✓			✓	✓	
We have secured 900K as part of the European Social Fund to provide training and airport-related employment opportunities for local people.		✓				✓	✓	
We have secured nearly £300K ERDF funding to support local business access supply chain opportunities.		✓				✓	✓	
<b>Building a culture for success</b>								
18 apprenticeship opportunities have been identified across groups. 40+ young people attended an open day on the 7th July to find out about these opportunities, resulting in 50+ interviews on the 15th July. Four apprentices started in June, with a further 12 starting on the 5th October. One additional role will be filled shortly, with a further 6 opportunities being followed up for a Jan/Feb start.						✓		
ILM Level 5 in Management for Service Managers. Eleven Service Managers completed this 9 month programme with an average of 80% pass rate. This is the first management qualification at this level being offered to service managers which is accredited via ILM.	✓			✓		✓		
Hillingdon has been named Local Authority of the Year for the second year running at the Good Communications Awards held on 8 July. The awards recognise all the communication that the councils contact centre and corporate communications team deliver to our residents. In addition, Hillingdon won a number of other awards including Local Authority Website of the Year, the Contact Centre Training Award, Telecoms Innovation Award, and David Holdstock, Head of Communications, won Local Government Communicator of the Year.						✓		
Registrars have achieved the status of 'New Governance' from 1st December 2009 due to its high level and standard of service.						✓		
The 2007 intake of the Hillingdon Academy have completed year 2, 2008 intake have successfully completed year 1 and are now progressing into projects in year 2 of the programme. 14 participants have been accepted onto the programme for 2009.	✓				✓	✓		
The Adjudication Panel for England upheld a decision of the Standards Committee relating to the conduct of a Councillor breaching the Code of Conduct	✓				✓			
We have achieved 93% spend on 2008/9 Chrysalis Programme against an underspend of in excess of 20% in the previous year.	✓	✓			✓	✓	✓	
The council has been re-assessed and we have retained our Investors in People (IIP) accreditation. The nationally recognised award demonstrates the organisation's commitment towards improving the way we manage and develop staff.					✓			

## **Report for Corporate Services & Partnerships Policy Overview Committee**

**Date of Meeting:** 20<sup>th</sup> January 2010

**Performance Information Report, first half of 2009-10**

**Contact Officer:** Alan Buchanan

**Telephone:** ext 6788

### **Reason for item**

The Terms of Reference for Policy Overview Committees include:

“To monitor the performance of the Council services within their remit (including the management of finances and risk).”

The Quarterly Performance Information Report provides POC with an overview of the performance in **Finance & Resources**.

### **Options open to the Committee**

1. Consider, question officers and comment on the reports, as appropriate.
2. Agree to raise any concerns with the relevant Cabinet member, or
3. Note the content of the reports.

### **Information**

The Finance and Resources Group comprises a number of operational services that, together, keep the council organisation running in a sound and efficient manner. They ensure that high standards are maintained when administering all the council's financial affairs and when procuring goods and services across the council, and they maximise income from Council Tax and NNDR. Our ICT services provide high quality advice and professional services for the whole council, and the award winning Customer Contact Centre is the first point of contact for the public for most of the council's services.

Until the middle of August 2009, the F&R Group was also responsible for managing all aspects of the council's portfolio of non-housing property assets but, since this time, this responsibility has been passed to the Planning & Community Services Group.

The Quarterly Performance Information Report is intended to provide a review of the actions taken to meet the Council Plan targets, the Comprehensive Area Assessment (CAA) targets and key local performance indicators that the groups use to manage and monitor their performance. This report shows the performance management actively taking place in Finance & Resources. As requested previously, further historical data has been provided so that the results can be seen in context.

### **Backing Documents**

None

### **Suggested Overview Activity.**

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1. The Committee to question Officers about their Group's performance as set out in the QPRs.
2. Make recommendations to Cabinet or Cabinet Member as appropriate.

## SECTION A – SERVING OUR COMMUNITITES AND CUSTOMERS

### Council Plan Targets

Finance & Resources (F&R) has one objective in the Council Plan, namely “Freeze council tax for all Hillingdon residents for two years”. This has been successfully implemented for 2009-10 and preparations are well underway for 2010-11 implementation.

### Comprehensive Area Assessment (CAA) – New National Indicators

The new national indicators, which have been developed to reflect the government’s national priorities, are now in operation. Within F&R, we have developed a range of Key Performance Indicators and Local Performance Indicators to help managers maximise team performance. Our regulators will examine each level of PIs, to enable a judgement to be made on the standard of performance management within the Group.

For Finance and Resources, the following relates to the theme of serving our community and customers:

#### **NI 14 Avoidable Contact**

This is a measurement of the proportion of times that we are contacted by our customers that we could have avoided by previously providing better information, providing a service on time rather than late, etc. Clearly, this measurement is one we wish to minimise in order to improve the service experienced by our customers and also allow staff to work more efficiently.

In view of the importance of this measure, it is now an important part of a major project aimed at improving and transforming the way the council works,

<b>National Indicator</b>	<b>Description</b>	<b>Link to Council Plan / Group Plan</b>
NI 14	Reducing avoidable contact: minimising the proportion of customer contact that is of low or no value to the customer	Council Plan: <ul style="list-style-type: none"><li>• Manage performance to ensure continuous service improvement.</li><li>• Modernise council processes.</li><li>• Listen and take account of our customers and users.</li></ul>

The first measurement, for the specified range of services from across the whole council, produced a result of **30%** avoidable contact in March 2009. For 2009-10, a half-year sample measurement was taken in July 2009 with a result of **21%** avoidable contact. This was followed by another measurement exercise in November for which results have not yet been released. Measuring twice per year is expected to produce more representative results but, at time of writing, these are being carefully examined in relation to our first measurement in March.

### Group Action Plan

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There were only two tasks under the theme of serving our community and customers, both of which relate to creating better inter-departmental working in order to achieve more responsive and streamlined services for the public. All of the planned work is on-schedule.

### **Corporate critical performance data**

Although the Best Value regime came to an end in March 2008, the CAA recommended continuation of monitoring these performance indicators. The following table shows the three service critical targets which are reported to the Senior Management Team on a quarterly basis, with their results for Q2. This shows that Council Tax collection was slightly above its target at the end of September whereas NNDR collection was slightly below (**AMBER**), reflecting the difficult general financial conditions being experienced.

PI Code	Council Theme	Description	Out-turn at end of 2006-07	Out-turn at end of 2007-08	Out-turn at end of 2008-09	Target for Q2 2009-10	Q2 2009-10
BV8	Serving Community & Customers	Percentage of undisputed invoices paid within 30 days	94.0%	97.7%	98.7%	99%	99.3%
BV9	Achieving Value for Money	Proportion of Council Tax collected	94.9%	96.3%	96.3%	57.0%	57.1%
BV10	Achieving Value for Money	Proportion of non-domestic rates collected	99.2%	99.3%	99.3%	61.0%	59.7%

### **Customer Care Standards**

#### **Customer Contact Centre**

The council's primary point of contact with the public, the customer contact centre, has maintained its high level of performance, as demonstrated by these three key indicators.

	2007-08 average	Q1 2008-09	Q2 2008-09	Q3 2008-09	Q4 2008-09	Target 2009-10	Q1 2009-10	Q2 2009-10
End-to-end quality of service	Not available	86%	85%	84%	89%	85%	88%	89%
Resolution at first point of contact	78%	80%	80%	78%	79%	80%	81%	85%
Customer satisfaction	95%	96%	94%	98%	100%	90%	98%	98%

## ICT

The ICT service desk is the primary point of contact for the ICT service and the aim of completing requests at the first point of contact is both cost-effective and the best outcome for the users. The table below shows that good progress has been made in dealing with standard requests and resolving faults.

	Q1 2008- 09	Q2 2008- 09	Q3 2008- 09	Q4 2008- 09	Target 2009-10	Q1 2009-10	Q2 2009-10
Faults: % completed by Service Desk	50%	54%	44%	50%	50%	50%	61%
Standard requests% completed by Service Desk	50%	52%	46%	53%	50%	n/a	60%

## Members Enquiries and Customer Complaints

Performance on Member Enquiries and Customer Complaints is now back to an acceptable level after a period of poor performance in the middle of 2008-09. This has been achieved by putting better management controls in place.

	2007-08 average	Q1 2008-09	Q2 2008-09	Q3 2008-09	Q4 2008-09	Target 2009-10	Q1 2009-10	Q2 2009-10
Members Enquiries	94%	82%	50%	74%	88%	95%	96%	96%
Customer Complaints	86%	100%	63%	76%	93%	95%	92%	100%

## SECTION B – ACHIEVING VALUE FOR MONEY

### CAA – National Indicators

The other National Indicator contributes to the theme of achieving value for money:

#### **NI 179 Value for Money**

<b>National Indicator</b>	<b>Description</b>	<b>Link to Council Plan / Group Plan</b>
NI 179	The total net value of ongoing cash-releasing value for money gains that have impacted since the start of the 2008/09 financial year.	Council Plan: <ul style="list-style-type: none"><li>• Review, challenge and improve the value for money provided by services.</li><li>• Freeze council tax for all Hillingdon residents for two years.</li></ul>

This indicator covers a three year period up to the end of 2010-11 and targets are based upon 3% of adjusted baseline budgets. Hillingdon has a target of £24.596m for the three year period up to the end of 2010-11.

During Q2, the council reported that the result for the end of 2008-09 was £24.842m. Thus we are reporting that our council, by the end of the first year, has exceeded its three year target.

### Group Action Plan

The eight F&R tasks for achieving value for money include a number of restructuring initiatives that arose out of the 2008-09 Whole Service Review, aimed at producing savings and more efficient operations. Four of these have been completed and one is on target. The three tasks managed by Corporate Property are showing slight slippage, largely due to delays in implementing the Corporate Landlord organisational model. However, in Q3 there has been good progress on the Corporate Landlord model and this will allow some of the slippage to be recovered by the year-end.

### F&R Group Budget Monitoring

#### **Revenue**

The Committee should note that the budget monitoring position reported still includes Corporate Property Services, even though the management reporting lines have now changed. This was done in order to avoid unnecessary work transferring budgets and to maintain focus on various budget balancing actions.

The Finance & Resources Directorate budgets are projecting a breakeven position at month 6. However, there is a gross pressure of £177k across the F&R Services, which is primarily due to ongoing pressures within Corporate Property Services, as set out below:

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- There is an ongoing pressure on income streams from commercial properties of £142k, due to a number of vacant tenancies in the Warnford Industrial Estate (£98k), 192 High Street, where the premises have remained vacant for a number of months (£29k) and a recent vacant unit that exists in Uxbridge Market (£15k).
- There is an anticipated shortfall of £20k on income from schools buy back of FM services, due to schools opting to procure services directly rather than through the FM Team.
- There is a pressure of £15k on the cost of maintaining and keeping secure surplus properties prior to their disposal.

These identified pressures will be managed down through a recovery savings plan, which relates to one off reductions in costs that will occur in this year and other planned activity, yet to be implemented.

### Capital

Expenditure to month 6 was £701k out of a revised budget of £2,898k, which accounts for 24% of the total programme budget.

As at month 6, 8 schemes out of a total of 12 schemes have been released from the capital moratorium, 2 have received partial release. The other 2 schemes have not yet been released.

There are a number of major variances identified, which relate to the following schemes:

- (a) ICT Asset Management Strategy has identified schemes totalling £454k, resulting in a projected underspend of £46k.
- (b) The Manor Farm project, which completed in 2008/09, has overspent by £350k, which reflects the final total outstanding amount.
- (c) It is anticipated that the Property Enhancements Programme will underspend by £154k based on the schemes that have been identified as at month 6.
- (d) The £300k overspend on the Civic Centre Electrical Works is due to a number of complications that were identified as part of the installation process that needed to be addressed before any further works could be completed. This overspend is currently being contained within the Civic Centre Enhancements budget.
- (e) There are indications that not all of the funds will be needed from the Civic Centre Security Improvements budget, resulting in an underspend of £201k.
- (f) Civic Centre Enhancements is reporting a £500k underspend, £300k of this to be utilised to fund the pressure identified on the Civic Centre Electrical Works.

### 2009/10 Revenue Budget Proposals

The following table summarises the position with regards to the 2009/10 Budget proposals that have been factored into the base budget:

	Green	Amber	Red
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Number of Proposals	21	4	2
Percentage	78%	15%	7%

Of the 27 proposals built into the 2009/10 revenue base budget, 21 (78%) are green and have either been completed, or will be completed by the end of the financial year, 4 (15%) are Amber and 2 (7%) are red. The Amber and Red proposals are described in more detail below:

Amber:

- a) **Cease the Lease of Darren House (£45k saving):** As at month 6 this proposal has been delayed due to a delay in the works on the YOT/Link 1A project.
- b) **Transforming the Customer Experience (£250k saving):** As at month 6, no specific proposals have been developed to progress this, but this work has been absorbed into a larger BID project, and some alternative short-term savings have been identified.
- c) **Explore the Potential to Generate Additional Income from Property Functions (£50k saving):** As at month 6, no acceptable proposals have been developed to progress this and, in part, this is due to a greater focus on the Corporate Landlord and other more material costs.
- d) **Uninsured Claims (£450k risk contingency item):** Indications suggest that this will need to be fully called down to meet the cost of uninsured claims.

Red:

- a) **Facilities Management (£150k saving):** There are a number of significant repairs and maintenance backlog issues that need to be addressed, which is having a direct impact on delivering the proposed saving.
- b) **Restructure of Property Services (£125k saving):** Due to the need first to develop an agreed Corporate Property Landlord model, and the time to get this agreed, this proposal has not been able to progress.

**Controlling sickness absence**

Although dealing with individual staff absences is a day to day management activity, it receives a high level of priority and attention due to the large impact it can have on team output and productivity. The F&R Group ended 2008-09 just within its target and had a good first quarter of 2009-10. Absence increased in the second quarter of 2009-10 leading to a projection of 7.89 days per person by the end of the year. However, latest information shows that Q3 is showing an improvement and the projection is now 7.0 days which is much closer to the target.

The council has taken the swine flu pandemic seriously, taking reasonable precautions and putting a monitoring process in place. Overall, this illness has not adversely impacted the Group, however, it is worth noting that there have been occasions where teams have experienced localised high short-term absence that has created operational difficulties. This has been in teams in which staff spend a significant amount of time at their desks, together, such as in the Contact Centre and Business Support Unit.

	2006-07 Actual	2007-08 Actual	2008-09 Actual	Target 2009-10	Q1 2009-10	Q2 2009-10
F&R Average Absence Days	8.02	9.77	7.28	6.5	6.2 projection	7.89 projection
% of absence that is long term	63.9%	54.8%	54.2%		55%	47%

### **Reducing use of agency staff**

For the last two years, the F&R Senior Management Team has made it a high priority to reduce reliance on agency staff and to endeavour to fill posts with permanent employees. Good progress has been made, and the SMT is confident that the agency staff currently being retained are here for more solid business reasons than previously. This close scrutiny has evident results when looking at the associated expenditure. At the end of Q2, there was a projected year-end expenditure for the F&R Group of £782k compared with £1,703k for the whole year of 2008-09.

The SMT also decided that previous data was not fully reliable and has put more robust measures in place, so it is not possible to provide month-by-month historical figures. However, this table gives a snapshot.

	No. of Vacant Posts	No. of Agency Staff Employed	Actual Year to Date Sept 09	Projected Annual Cost 2009/10	Actual Cost of Agency 2008/09
Finance & Resources total	17	23	£556k	£782k	£1,703k

### **Electronic payments**

Previous reports have referred to measures of “invoices processed electronically”, with results consistently in the region of 96% last year. Clearly, this an objective that has been achieved so, this year, the actual payment method is being monitored. Our aim is to maximise payments through the BACS method, rather than by cheque, because it is quicker and the processing costs are lower. The table below shows good progress being made.

	2007-08 Actual	2008-09 Actual	Target 2009-10	Q1 2009-10	Q2 2009-10
Payments by BACS	75%	88%	90%	91%	91%



## **SECTION C – STRENGTHENING PLANNING & PERFORMANCE**

### **Achievement of HIP deliverables against quality, time & cost**

All the HIP workstreams led by F&R (Estates Management, Corporate Finance, and Customer Experience) have remained on track throughout this period.

### **Group Action Plan**

The theme of strengthening planning and performance plays a major part in the F&R Group Plan and there are 9 tasks of which seven have been completed and one is on target. These include the production of a single ICT development plan, focussing all construction projects on the Major Construction Projects team and reviewing all cash-flow activity in the council. The one task showing some slippage is to implement a single system for receiving payments over the internet and, although making progress, this is now due for completion in June 2010.

### **Corporate Critical Performance Data**

In 2008-09, we resolved to identify key performance indicators at a group and local level and implement an effective monitoring and reporting process, using the wealth of local performance data within the F&R group that is collated and analysed at service and team manager level.

The following table shows critical performance indicators which have been agreed by the Senior Management Team and are reviewed regularly with the aim of adding value to the effective management of the business. These are supplemented by a number of local performance indicators, some of which are included in section A.

PI Code	National/Key/ Local Indicator & Council Theme	Description	Actual 2007-08	Actual 2008-09	Target 2009-10	Outturn Q1	Outturn Q2
NI14	National - SCC/AVM	Avoidable Contact; the proportion of customer contact that is of low or no value to the customer	n/a	30.00%	No target set	n/a	To be reported.
NI179	National - AVM	Value for Money; total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-09 financial year	n/a	£24,842k	£24,596k by 2010/11	n/a	Mid year published forecast is £29,264k
CP	PB	Freeze council tax for all Hillingdon residents for two years.	n/a	n/a	On Target	Implemented for 09/10	Implemented for 09/10
FR002	AVM	F&R Group expenditure within budget		£592k overspend	Breakeven inc. planned £135k underspend	£210k overspend	£127k overspend
FR003	AVM	Service Review action plans on track	n/a		All on track	78% completed or on track	78% completed or on track
FR004	AVM	F&R Sickness absence	9.77 days	7.32 days	6.50 days	6.2 days	7.89 days
FR103	AVM	Expenditure on all F&R agency, consultancy and contract staff	£3,181k	18.67%	10% of total salaries	8.64%	8.50%
BV8	SCC	Percentage of undisputed invoices paid within 30 days	97.70%	98.7%	99%	99.09%	99.32%
BV9	AVM	Proportion of council tax collected	96.30%	96.3%	96.30%	30.98%	57.1%
BV10	AVM	Percentage of non-domestic rates collected	99.30%	99.3%	99.30%	31.40%	59.7%

## **SECTION D – BUILDING A CULTURE FOR SUCCESS**

### **Group Action Plan**

In further building a culture for success, the F&R Group has made good progress, with tightening objectives, with all team plans being loaded on the Excelsis system and 100% of staff with a PADA.

### **Service Review**

Service reviews are fundamental and integrated reviews which are designed to improve services so they can:

- be provided to a level and quality designed to meet the needs of local residents and increase residents' satisfaction;
- be priced at a level that local residents are willing to pay (through charges and taxes);
- be competitive with other potential suppliers;
- be capable of securing continuous improvement over time;
- meet the needs of the council's MTFE and identify cashable efficiency gains; and,
- be organised and designed and their staff skilled-up to meet the corporate vision, aims and standards in a consistent way.

For F&R (together with DCEO), the Service Review was carried out in Q2 and Q3 of 2008-09 and agreed by Cabinet in January 2009. The resultant actions plans formed a large part of the 2009-10 Group Plan, and the first half of the year was devoted to completing the implementation of most of these.

### **Team Bonus Targets**

HIP team bonus is a key tool for driving improvement through the council and is an important element of becoming a modern, well-managed council delivering excellent services.

In rewarding excellence and council staff's drive for improvement, HIP team bonus has the objective of boosting employee engagement with the work of the council, and creating a culture of achievement across the council. Furthermore, it will reinforce the connection between delivering services and raising residents' satisfaction.

All teams in F&R participate in the scheme and, in Q1, it was announced that the ICT Operational Delivery team had won the 2008-09 award for Best Performing Support Team. All team bonus targets for 2009-10 have been approved by the Corporate Director and Cabinet Portfolio Holder.

### **Achievements**

At the end of each quarter, achievements are collected from each of the service areas and the more significant ones identified are passed to the corporate performance team. The table below shows these for the first half of the year:

## F&R Achievements for Q1 and Q2 2009-10

	Contributing to						
	Council Plan	Community Strategy	LAA	HIP	Good News	Equalities	Value for Money
<b>SERVING OUR COMMUNITY AND CUSTOMERS</b>							
The Procurement team worked closely with Community Resources and the Economic Development team to secure £44,000 of grant funding for the development of Heathrow Area Supply Chain.	●	●					●
The completion of IT work for the new North Chapel at Breakspear Crematorium has allowed new technology to be used to enhance services. An example of this involved a webcast of a service to Perth, Australia.	●			●	●	●	●
Despite the harsh economic conditions, the NNDR achieved the second best outturn for NNDR collection out of all the London Boroughs.	●				●		●
The Hillingdon First Card was launched this quarter, which was led by the ICT team. The Contact Centre also gave a great deal of support by dealing with an additional 12418 contacts in connection with the launch of the Hillingdon First Card.				●	●		
<b>Achieving Value for Money</b>							
An energy savings pilot was rolled out to Mezzanine, 4N, 3N, contact centre and Viewsley district housing office. This involved the "power down" of phones not in use after business hours, which allows power, heat and electrical savings to be made on a daily basis, thus reducing the carbon footprint by LBH.			●			●	
The Schools Finance Team has helped schools monitor their budgets more effectively, and consequently there has been a reduction of the carry forward surplus.	●				●		●
<b>Strengthening Planning &amp; Performance</b>							
The Network Communications Team won the Good Communications award which was presented to the Local Authority or Central Government Department that demonstrated the most effective use of a new or emerging communication technology (eg Voice over IP, SMS).	●					●	
The Corporate Finance team completed the Final Accounts by an earlier date than any previous year. The Accounts were approved by Audit Committee on 29th June.	●						
<b>Building a culture for success</b>							
Our website was tested for compliance, function, performance and accessibility by Sitemorse and given 1st place out of 428 council websites.	●				●	●	
The ASCHH team have just completed 3 presentations across the country (Lancs, Chester & London) showcasing how ASCHH Finance team have increased client income by £1m per annum in real terms through modernising and joining up electronically all finance and ASC systems.	●				●		●





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## CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE

2009/10

### REVIEW SCOPING REPORT

**Proposed review title:**

**THE SUPPORT THE COUNCIL & PARTNERS CAN GIVE TO SMALL AND MEDIUM ENTERPRISES AND TOWN CENTRES (PARTICULARLY SMALL SHOPS WITHIN PARADES) DURING THE PRESENT ECONOMIC RECESSION**

#### **Aim of the review**

To review the support the Council provides to businesses, particularly SMEs and small shops within parades of shops within the Borough's district town centres and to look at other measures the Council and the Borough's Chambers of Commerce and other retail partnerships can take to help businesses.

#### **Proposed outcome**

A report summarising the Committee's findings would be completed and presented to the Council's Cabinet. The report will present recommendations on the measures and help the Council can give to the business community during the present economic climate.

#### **Terms of reference**

1. To look at the extent of the impact of the recession on local businesses (SMEs) by examining the data collected by Hillingdon Partners which contains information on some of the important indicators on the economy and the recession.
2. To examine the measures undertaken by the Council and its key Local Strategic Partners aimed at supporting local businesses and residents during the present economic climate and to look at other areas or measures the Council and its partners could be doing.
3. To examine the role of the various Chambers of Commerce and other retail partnerships within the Borough and what could the Council do to support them in their role of creating a cohesive business community in the Borough and helping the town centres in the Borough.

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4. To examine and understand the planning, property and licensing policies, together with the application of business rates, which relate to town centres and businesses and to investigate where there is any scope to vary these policies to ensure the minimum of shop premises being vacant.
5. To examine the impact of the recession on the Industrial Units in the Borough and to look at what measures the Council could introduce to help these businesses.
6. To make recommendations from the above investigations, in relation to the support the Council can give to these businesses.

### **Reasons for the review**

The world is presently in the grips of an economic recession which is having a major impact across the whole of society. The Council with its key strategic partners has a role to play in mitigating the impact of the recession on local businesses and ultimately the residents of the Borough. The Council needs to provide a strategic role to respond to the challenges brought on by the economic recession.

The Council and its key strategic partners have undertaken a wide range of measures aimed at supporting residents and businesses and this review will look to establish if there is anything more the Council and its strategic partners can do.

Particular emphasis of the review will be on SMEs and looking at measures the Council and its partners could introduce to ensure the business units across Hillingdon's smaller town centre areas are not left vacant which impacts on the local community.

### **Key issues**

1. What is the extent of the impact of the present economic recession on the Borough's business community, particularly SMEs and businesses in the Borough's smaller town centre areas and in the business units of the Borough?
2. What measures are the Council and its key strategic partners performing for the business community during the recession?
3. What is the role of the Chambers of Commerce and other retail partnerships (e.g Uxbridge Initiative, Northwood Street Traders) in supporting the business community and what could the Council and its partners do to facilitate this support?
4. What flexibility is there in the planning, property and licensing policies and guidelines to help in the letting of empty business units/shops in the Borough's town centre district centres?

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5. What is the situation with regard to the Borough's Industrial Units and what could the Council do to assist these businesses?
6. To gain a broad understanding of department wide activities of the Council which impact on local businesses
7. What role could Uxbridge College and Brunel University play in helping residents and businesses?

### Methodology

A review of the relevant literature and websites.

Witness sessions to potentially include:

Ian Edwards and Nigel Cramb– Partnerships, Business and Community Engagement  
Representatives of Hillingdon and Ruislip Manor Chambers of Commerce  
Representatives of Uxbridge Initiative and Northwood Street Traders  
Representative from Business Link  
Jales Tippell – Head of Planning Policy  
James Rodger – Head of Planning & Enforcement  
Town Centre Managers??

Kevin Byrne – Head of Policy, LBH

Consideration of Economic Data, E.G. National Statistics, Confederation of British Industry, GLA etc

Economic Impacts Dashboard – **Appendix 1** – This document has gathered data from across the Council to track yearly and monthly changes and highlight potential economic impacts.

### Stakeholders and consultation plan

As many stakeholders as possible would be invited to give evidence to the Committee in person. In addition to those outlined above, further stakeholders could be invited to give written evidence to the review. For example, the Council's Corporate Communications Team could be used to undertake consultations for the review. In addition the Council's website and/or *Hillingdon People* could be used to engage with stakeholders and to invite views on the review.

### Connected work (recently completed, planned or ongoing)

In undertaking their work, the Committee will need to be aware of the work which is currently being undertaken with the Credit Crunch Group which is comprised of key Council services and key LSP partners. This group regularly meets and drives activity in response to the economic recession and ensures

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the Council and partners are able to do everything possible to support residents and businesses.

The Credit Crunch Group, along with Hillingdon Partners Executive, maintains and overview of the key indicators of the impact of a recession using data from across the partnership. This 'Economic Impacts Dashboard' could provide the review with details of the full extent of the impact of the current recession.

### Proposed timeframe & milestones

Meeting	Action	Comments
20 January 2010	Consider draft scoping report and to give consideration to the witnesses the Committee would like to invite to give evidence	Comment on the draft scope for the review and discuss preferred witnesses. Provide information on the 'Economic Impacts Dashboard', details of what the Council and its partners are presently doing for businesses and town centres
10 Feb 2010	First witness session	
17 March 2010	Second witness session	
21 April 2010	Third witness session	

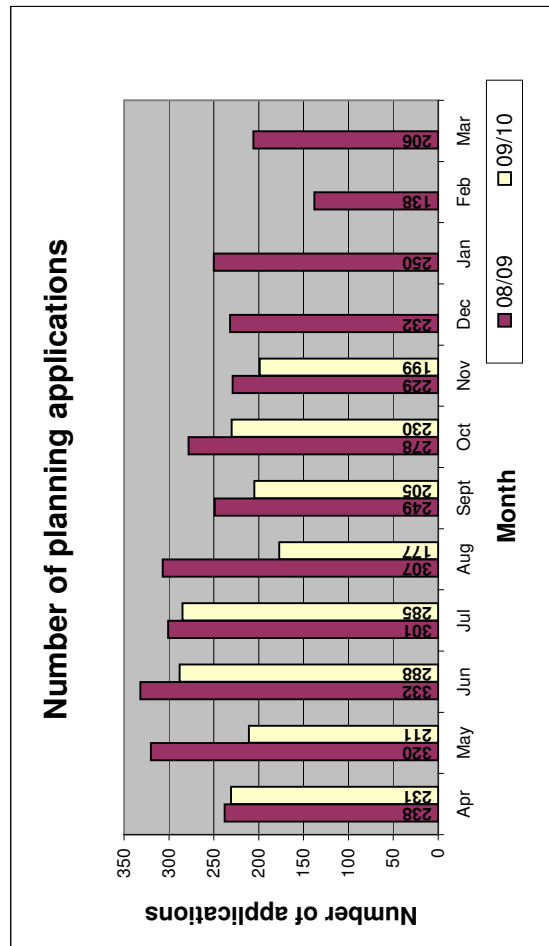
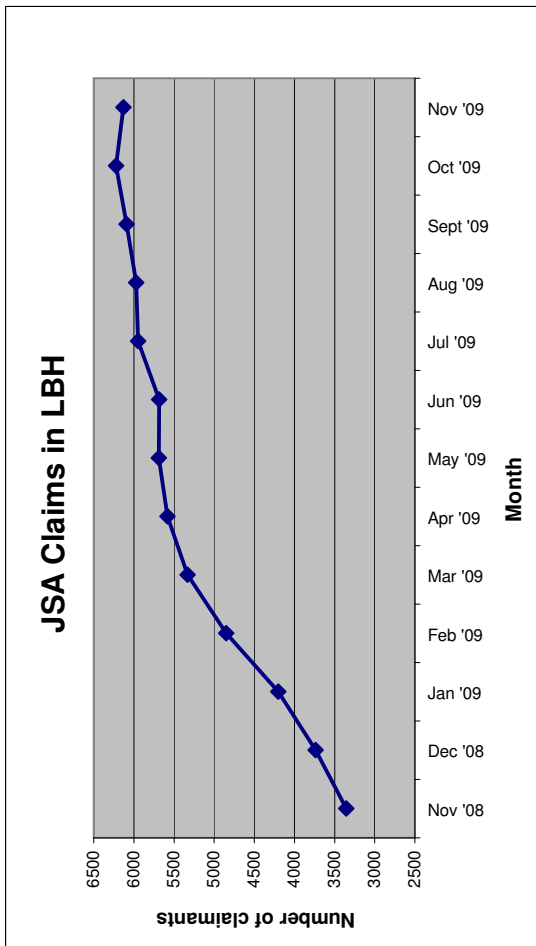
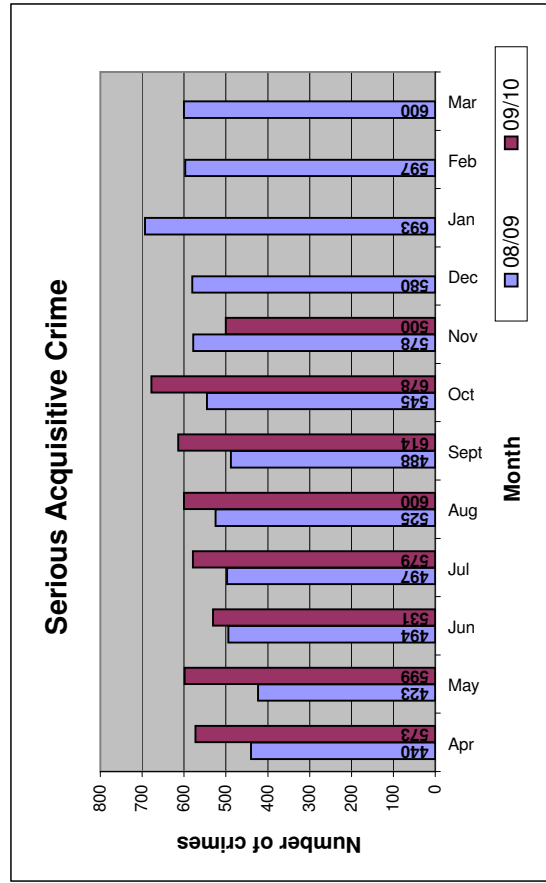
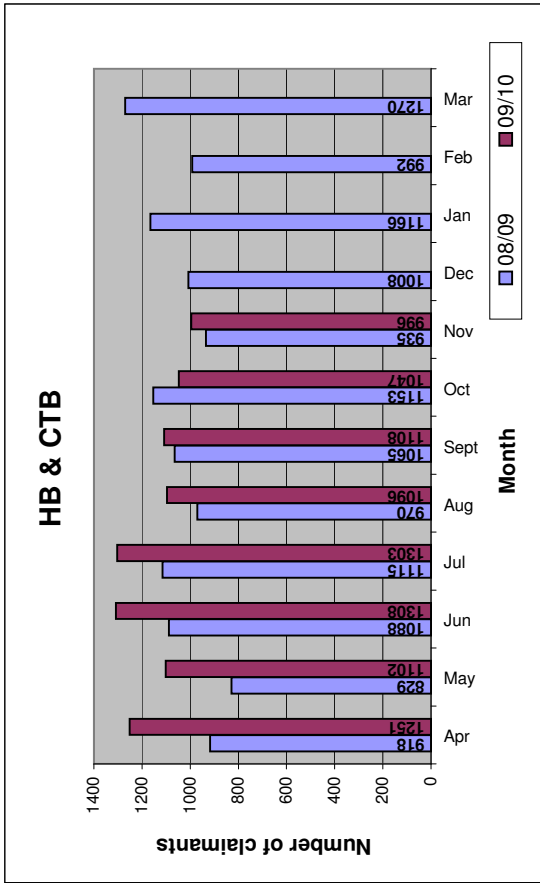
Final report to be submitted to Cabinet in May/June 2010

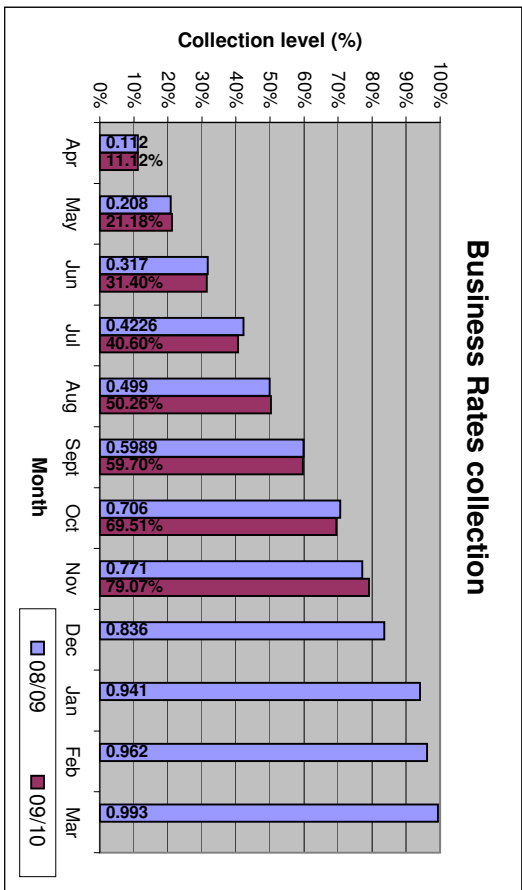
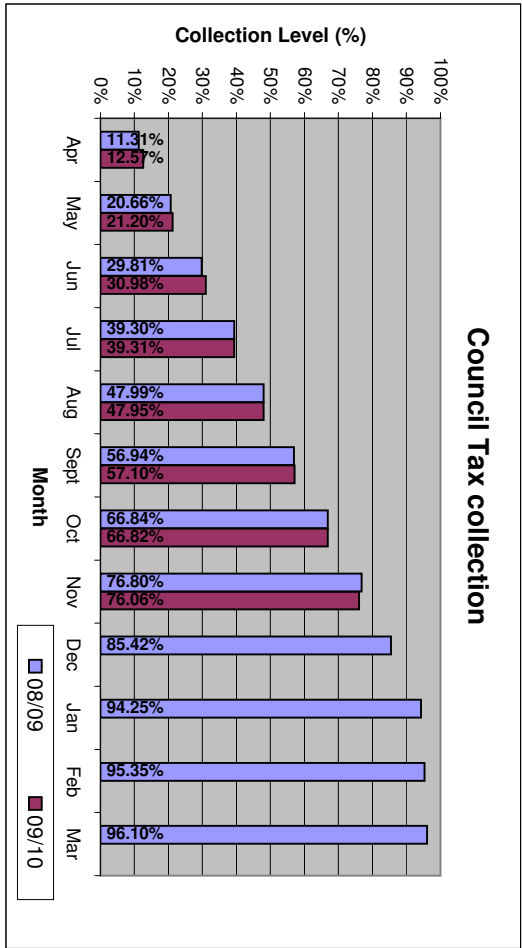
### Risk assessment

The Council not providing a strategic lead to businesses during the present economic climate would increase the risk to residents and businesses

### Information Updates

Due to the present economic climate and its impact on businesses and residents in the Borough, it is important that the POC receive regular updates on the economic position out in the Borough. It is proposed that in addition to reports to the Policy Overview Committee, email bulletins will be sent to POC Members to keep them up to date on the current position.







The Dashboard gathers data from across the Council to track yearly and monthly changes and highlight potential impacts. All data is collected and monitored by the Corporate Performance & Improvement Team. Note: It is not possible to fully quantify the impact of the downturn using these indicators.

### KEY POINTS:

- JSA figures dropped by 101 in Nov 09 to a total of 6,132, the first decline for 6 months. Overall, claims have increased by 2,776 (83%) on the year. 71% have been claiming for 6 months or less and 26% of all claimants are aged 18-24.
- Approximately 193 shop units in town centre areas were empty as at end of Nov 09, down 8 from the previous month.
- Council Tax and Business Rates collection levels continue to hold up compared to the same time last year.
- The rate of new Housing and Council Tax benefit applications declined by (5%) in Nov 09 but the overall caseload has increased by 14% over the year to Nov 09. Rent collection rates and rent arrears continue to improve compared with 08.
- Most community safety indicators remain broadly flat. Reports of serious acquisitive crime dropped by 178 (26%) on the month and are below 2008 levels. Reported incidents of ASB increased slightly in Nov 09.
- Numbers accessing Council leisure facilities were above the profiled target for Nov 09 but overall remain steady.
- Planning applications dropped by 31 compared to the previous month. Overall the number of app'd declined by 13% on the year to Nov 09.
- Data from Hillingdon CABx shows an increase in people seeking advice on JSA, mortgage and secured loan arrears, personal loans and fuel debts. Both LA and private rent arrears enquiries have also declined. Council figures show a substantial rise in actual homelessness enquiries.

Local Economy	Sep-08	Oct-08	Nov-08	Sep-09	Oct-09	Nov-09
JSA claims in LBH	3,107	3,149	3,356	6,090	6,233	6,132
Overall difference in JSA claims on the year				96%	98%	83%
Proportion of JSA claimants aged 18-24				27.9%	26.6%	25.9%
Proportion of JSA claimants receiving JSA for <6 months				72.1%	71.4%	70.7%
No. of empty shop units in town centre / high street areas				206	201	193

**SUMMARY: JSA claims in Hillingdon dropped by 101 (2%) on the month. Overall claims increased by 2,776 (83%) during the year to Nov 09. Current levels account for 3.8% of the working age population compared with 4.4% in London and 4.1% in Great Britain. 71% of claimants have been receiving JSA for 6 months or less. 26% of all claimants are aged 18-24 and 58.5% are aged 25-49.**

There are approximately 193 empty shop premises in town centre districts as of end of Nov 09 (commercial shop premises only). This indicator is taken from the council's National Non Domestic Rate (NDR) database.

Housing	Sep-08	Oct-08	Nov-08	Sep-09	Oct-09	Nov-09
Rent collected as proportion of rent due	97.8%	97.8%	97.9%	98.4%	98.4%	98.4%
LA tenants with more than 7 weeks rent arrears	5.4%	5.4%	5.4%	4.6%	4.6%	4.6%
New housing and CT benefit applications	1,065	1,153	935	1,108	1,047	996
Total housing and CT benefit caseload	20,537	20,616	20,722	23,091	23,339	23,520
No of people seeking housing advice	378	386	341	337	279	279
No of people making formal homelessness applications	51	52	56	59	66	55
No of empty residential properties	650	634	633	628	671	685

**SUMMARY: Rent collection levels remain high and the proportion of tenants with more than 7 weeks arrears remain steady. New housing and CT benefit applications dropped by 51 (5%) compared with the previous month but are slightly higher compared to Nov 08. The overall caseload has increased by 14% on the year. Formal homelessness applications dropped slightly on the month whereas those seeking housing advice remained the same. Note: New housing and CT benefit figures for November 09 are provisional.**

Planning & Development	Sep-08	Oct-08	Nov-08	Sep-09	Oct-09	Nov-09
Number of planning applications received	249	278	229	205	230	199

**SUMMARY: Applications dropped by 31 in Nov 09. Overall applications have declined by 30 or 13% on the year to November 09.**

Community Safety	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
Hate crime levels (Harassment)	36	39	29	28	29	29
Domestic Violence Offences	194	170	168	173	143	176
Anti Social Behaviour (No of reported instances)	2,225	1,724	1,809	1,697	1,750	1,800
Community Tensions Risk Level	6	6	6	6	6	6

	Sep-08	Oct-08	Nov-08	Sep-09	Oct-09	Nov-09
Serious Acquisitive crime rate	488	545	578	614	678	500

**SUMMARY: Both Domestic violence and Hate Crime reports remain broadly flat over the last 6 months. Reports of serious acquisitive crime declined by 178 in Nov and have dropped below 2008 levels. Reported incidents of ASB increased by 50 on the month to Nov 09.**

Leisure	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09
People accessing leisure services	84,534	73,200	56,588	62,433	71,023	55,103
Monthly Profiled Target	74,638	81,167	66,405	66,405	68,161	52,739

**SUMMARY: The number of people accessing leisure services was above profiled target in November. Overall figures show a steady foothold with some fluctuation.**

Revenue	Sep-08	Oct-08	Nov-08	Sep-09	Oct-09	Nov-09
Council Tax collection level	56.9%	66.8%	76.8%	57.1%	66.8%	76.1%
Business Rates collection level	59.9%	70.6%	77.1%	59.7%	69.5%	79.1%

**SUMMARY: Both Council tax and Business Rate collection levels remain consistent in comparison with this time last year. Figures for CT and Business rates are cumulative.**

Council Contact Centre calls (volume)	Sep - Nov 08	Sep - Nov 09	Difference +/-
Housing benefits	16,161	16,699	3%
Actual homelessness	69	124	80%
Threatened homelessness	45	9	-80%
Domestic Violence	33	38	15%

CAB Enquiries (volume)	Sep - Nov 08	Sep - Nov 09	Difference +/-
Mortgage & Secured Loan Arrears	43	92	114%
Unsecured personal loan debts	126	208	65%
Rent Arrears (local authority)	90	47	-48%
Rent Arrears (Private Landlords)	35	40	14%
Council Tax Arrears	126	140	11%
Council Tax Benefit	253	295	17%
Housing Benefit	348	333	-4%
Fuel Debts	95	143	51%
Job Seekers Allowance	103	223	117%
Redundancy	61	46	-25%
Threatened Homelessness	55	60	9%
Actual Homelessness	25	16	-36%
Domestic Violence Incidence	13	11	-15%

**SUMMARY: CAB are dealing with increasing enquiries on key areas; home & secured loans, unsecured personal loans, fuel debts and JSA enquiries continue to be the most significant issues. Local authority rent arrears enquiries dropped but private rent arrears enquiries increased slightly compared with this time last year. CT and housing benefit enquiries remain broadly flat. The Council is dealing with increased actual homelessness enquiries, while CAB has seen a decline in levels. Threatened homelessness enquiries continue to fall.**

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# Agenda Item 9

**Work Programme 2009/10**

**Contact Officer:** Khalid Ahmed  
**Telephone:** 01895 250833

## **REASON FOR ITEM**

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

## **OPTIONS AVAILABLE TO THE COMMITTEE**

1. To confirm dates for meetings
2. To make suggestions for future working practices and/or reviews.

## **INFORMATION**

*All meetings to start at 7.30pm*

<b>Meetings</b>	<b>Room</b>
<b>9 June 2009</b>	<b>CR 3</b>
<b>7 July 2009</b>	<b>CR 3</b>
<b>23 July 2009</b>	<b>CR 3</b>
<b>8 September 2009</b>	<b>CR 3</b>
<b>14 October 2009</b>	<b>CR 3</b>
<b>12 November 2009</b>	<b>CR 3</b>
<b>20 January 2010</b>	<b>CR 3</b>
<b>10 February 2010</b>	<b>CR 3A</b>
<b>17 March 2010</b>	<b>CR 3</b>
<b>21 April 2010</b>	<b>CR 3</b>

Corporate Services & Partnerships Policy Overview Committee

**2009/10 DRAFT Work Programme**

<b>Meeting Date</b>	<b>Item</b>
<b>9 June 2009</b>	Setting High Ethical Standards – Implementation of Action Plan
	Discussion on work programme for 2009/10
	Cabinet Forward Plan
<b>7 July 2009</b>	Deputy Chief Executive's and Finance and Resources reports on Key Performance Indicators linked to Group Plans
	Work programme for 2009/10: Draft Scoping Report on the Economic Effects of a Pandemic and its Effect on Council services and residents
	Cabinet Forward Plan
<b>23 July 2009</b>	Budget Outturn and Context for 2009/10
	Work Programme 2009/10
	Work programme for 2009/10: Finalisation of Scoping Report on the Impact of a Pandemic in Hillingdon and the Effects on Council Services
	Witness Session 1
	Work Programme
	Cabinet Forward Plan
<b>8 September 2009</b>	Major Review in 2009/10 – First Review
	Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>14 October 2009</b>	Major Reviews in 2009/10 – First Review Witness Session 3
	Cabinet Forward Plan
	Work Programme

<b>12 November 2009</b>	Major Reviews in 2009/10 – Consideration of Draft Final Report into the First Review
	Discussion regarding the Committee’s Second Review
	Cabinet Forward Plan
	Work Programme

<b>20 January 2010</b>	2010-2011 Budget Report
	Presentation of Group Service Plans/Priorities for 2010/2011
	Group Performance and Budget
	Major Reviews in 2009/10 – Second Review –The Support the Council and Partners can give to Small and Medium Enterprises and Town Centres (particularly small shops) during the present Economic Recession – Draft Scoping Report
	Cabinet Forward Plan
	Work Programme

<b>10 February 2010</b>	Consideration of all POC comments on Budget Proposals for submission to Cabinet
	Major Reviews in 2009/10 – Second Review –The Support the Council and Partners can give to Small and Medium Enterprises and Town Centres (particularly small shops) during the present Economic Recession – First Witness Session
	Cabinet Forward Plan
	Work Programme

<b>17 March 2010</b>	Major Reviews in 2009/10 – Second Review –The Support the Council and Partners can give to Small and Medium Enterprises and Town Centres (particularly small shops) during the present Economic Recession – Second Witness Session
	Cabinet Forward Plan
	Work Programme

<b>21 April 2010</b>	Major Reviews in 2009/10 – Second Review –The Support the Council and Partners can give to Small and Medium Enterprises and Town Centres (particularly small shops) during the present Economic Recession – Draft Scoping Report
	Cabinet Forward Plan
	Work Programme

## **Cabinet Forward Plan**

**Contact Officer:** Khalid Ahmed  
**Telephone:** 01895 250833

### **REASON FOR ITEM**

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

### **OPTIONS OPEN TO THE COMMITTEE**

1. Decide to comment on any items coming before Cabinet
2. Decide not to comment on any items coming before Cabinet

### **INFORMATION**

1. The Forward Plan is updated on the 15<sup>th</sup> of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

### **SUGGESTED COMMITTEE ACTIVITY**

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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# The Cabinet Forward Plan January 2009 to April 2010 onwards - (Corporate Services and Partnerships POC items only)

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services									
<b>CABINET - 21 JANUARY 2010</b>									
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 Jonathan Bianco	F&R Paul Whaymand 01895 556074			
416	Annual Report of the Audit Committee	To note the annual report of the Audit Committee to be sent to full Council for information and make any comments as Cabinet deems appropriate.	N/A	25-Feb-10	Cllr Jonathan Bianco	F&R / DCEO Helen Taylor / Khalid Ahmed			NEW
373 Page 75	Health and Safety Learning & Development Tender	The report will provide justification to recommend a single supplier who provides the Council with optimum value for money and innovative delivery solutions, to effectively deliver the Health and Safety learning programme from April 2010 - 2013.	Various		Cllr Scott Seaman-Digby	DCEO Susie Kemp	Procurement		
SI	Quarterly Voluntary Sector Leases Report	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	P&CS Gregory Morrison			NEW
380	Off site processing of back office Council Tax Recovery and NNDR work	This report will request Cabinet authority to enter into an agreement with an outsourcing company to provide off site processing of Council Tax Recovery and NNDR work. A contract was let in August 2009 for 3 years to provide back office processing of Council Tax work, However, this recommendation to Cabinet will seek to extend the scope of the work provided.			Cllr Jonathan Bianco & Cllr Seaman-Digby	F&R Rob Smith			NEW
<b>CABINET - 18 FEBRUARY 2010</b>									

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services									
375	<b>The Council's Budget - Medium Term Financial Forecast 2010/11 - 2013/14</b> <b>TO BE RECOMMENDED TO FULL COUNCIL</b>	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2010/11 for recommendation to full Council for approval.	All	25 February 2010	Cllr Jonathan Bianco	<b>F&amp;R</b> Paul Whaymand	Public consultation through the Policy Overview Committee in accordance with the Budget and Policy Framework rules and statutory consultation with business ratepayers	Local government finance settlement information on DCLG website	
399	<b>London Contracts Supply Group (LCSG) Framework Agreement for Stationery Contract</b>	Cabinet will be asked to approve a stationery contract to the successful supplier. The contract will be split into 4 lots and the award may be for one supplier or more.	N/A		Cllr Scott Seaman-Digby	<b>F&amp;R</b> Tracey Orekoya	Service users within the Council		
407	<b>Multi-Functional Print Devices</b>	This is a report to Cabinet (possibly Cabinet Member depending upon tender outcomes) to replace printers and photocopies in council buildings with a smaller number of multi function devices for efficiency purposes. Cabinet will be asked to award a contract for supply and possibly management of the this. It is a corporate project and will be written in conjunction with all Groups, Finance, Procurement and Facilities Management.	N/A		Cllr Jonathan Bianco & Cllr Seaman-Digby	<b>F&amp;R</b> Derek Walker			<b>NEW</b>
406	<b>Provision of translation, interpreting and alternative language services - Extension of contract</b>	This report will ask for Cabinet to extend the current contract for the provision of translation, interpreting and alternative language services for an additional two years.	N/A		Cllrs Douglas Mills Seaman-Digby	<b>DCEO</b> David Holdstock			<b>NEW</b>

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
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SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the council's revenue and capital position.	All		Cllr Jonathan Bianco	<b>F&amp;R</b> Paul Whaymand 01895 556074			
<b>CABINET - 18 MARCH 2010</b>									
409	<b>Ward Budget Initiative - update report</b>	A report to Cabinet on the progress made over the last year on this successful local initiative promoted by Ward Councillors. The report will show how the initiative has delivered significant benefits to many local organisations as well as thousands of residents across the Borough.	All		Cllr Douglas Mills	DCEO Maggie Allen		Ward Budget Initiative Protocol approved by Cabinet in December 2008.	<b>NEW</b>
410 Page 77	<b>Irrecoverable Business Rates</b>	This report to Cabinet will seek approval for the writing off of irrecoverable debt in respect of Business rates to bring records up to date. There is no financial cost to the Council as the Government has already allowed for the cost associated in the general provision for irrecoverable debts.	N/A		Cllr Jonathan Bianco	F&R Rob Smith			<b>NEW</b>
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 Jonathan Bianco	<b>F&amp;R</b> Paul Whaymand 01895 556074			
SI	<b>Quarterly Voluntary Sector Leases Report - Quarter 3</b>	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	<b>P&amp;CS</b> Gregory Morrison			
SI	<b>Quarterly Council Plan, Performance, Local Area Agreement and Achievements monitoring - Quarter 3</b>	Regular monitoring report about how the council and partner organisations are performing and how the council is delivering its priorities as set out in the Council Plan.	All		Cllr Ray Puddifoot & Cllr Douglas Mills	<b>DCEO</b> Kevin Byrne / Sue Crehan / Ian Edwards 01895 277182			

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
<small>ASCH&amp;H = Adult Social Care, Health &amp; Housing; DCEO = Deputy Chief Executive's Office; E&amp;CS = Education &amp; Children's Services; E&amp;CP = Env't &amp; Consumer Protection; F&amp;R = Finance &amp; Resources; P&amp;CS = Planning &amp; Community Services</small>									
SI	<b>Quarterly Performance Monitoring of the Sustainable Community Strategy - Quarter 3</b>	Regular quarterly monitoring report of the Sustainable Community Strategy about how the council and its partners are performing and delivering its priorities as set out in the Strategy.	All		Cllr Douglas Mills	<b>DCEO</b> Ian Edwards 01895 250612			
<b>CABINET - 15 APRIL 2010</b>									
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 Jonathan Bianco	<b>F&amp;R</b> Paul Whaymand 01895 556074			