



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

## Councillors on the Committee

Richard Lewis (Chairman)  
Michael White (Vice-Chairman)  
Robin Sansarpuri (Labour lead)  
Jazz Dhillon  
Raymond Graham  
Carol Melvin

**Date:** THURSDAY, 22 JULY 2010

**Time:** 7.30 PM

**Venue:** COMMITTEE ROOM 5  
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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**Published:** 14 July 2010

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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 8 June 2010
- 4 Exclusion of Press and Public  
To confirm the items of business marked Part I will be considered in public and that the items marked Part II will be considered in private.
- 5 Draft Scoping Report for Major Review  
**TO FOLLOW**
- 6 Performance and Finance Reports (DCEO page 5) and (F&R page 15)
- 7 Work Programme 2010/11 (page 25)
- 8 Cabinet Forward Plan (page 29)

# Agenda Item 3

## Corporate Services & Partnerships Policy Overview Committee

8 June 2010



HILLINGDON  
LONDON

### Minutes

	<p><b>Members Present:</b> Councillors Richard Lewis (Chairman), Jazz Dhillon, Raymond Graham, Carol Melvin, Robin Sansarpuri and Michael White.</p> <p><b>Apologies:</b> None.</p> <p><b>Officer:</b> Khalid Ahmed (Democratic Services Manager).</p>
3.	<p><b>Declarations of Interest</b></p> <p>None.</p>
4.	<p><b>Minutes of the meetings held on 14 April and 13 May 2010</b></p> <p>Agreed as accurate records.</p>
5.	<p><b>Exclusion of the Press and Public</b></p> <p>It was agreed that all items of business were considered in public.</p>
6.	<p><b>Draft Final Report on Impact of Public Funded Business Support and the Success of New Business Start up Within Hillingdon and to Review How the Council could Improve Business to Business Support within the Borough's Industrial Estates</b></p> <p>Members were provided with a draft of the final report on the second major review the Committee had completed at its last meeting.</p> <p>Members were taken through the recommendations of the report and provided with the reasoning behind the recommendations. Reference was made to Hayes Business Studios which provided an excellent facility for micro-businesses, which a meeting of the review took place at.</p> <p>Regarding the recommendation on other sources of funding, discussion took place on the possibility of working with BAA and Heathrow Airport and the possibility of working with BAA on providing advice and support to new businesses on issues such as exporting.</p>
	<p><b>Action By:</b></p>





	<p>Chairman and a draft scoping report would be submitted to the next meeting of this Committee on the first major review.</p> <p><b>Resolved –</b></p> <p>1. That the decision on the two review topics be delegated to the Chairman of the Committee in consultation with Democratic Services.</p>	<p><b>Action By:</b></p> <p><b>Khalid Ahmed</b></p>
8.	<p><b>Work programme 20010/11</b></p> <p>The report was noted.</p>	
9.	<p><b>Cabinet Forward Plan</b></p> <p>The report was noted.</p>	
	<p><b>Meeting closed at 8.30pm</b>  <b>Next meeting: 22 July 2010 at 7.30pm.</b></p>	

These are the minutes of the above meeting. For more information on any of the resolutions please contact Khalid Ahmed on 01895 250833. Circulation of these minutes are to Councillors, Officers, the Press and Members of the Public.

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# Agenda Item 6

## Performance Information Report, to end of March 2010 (Q3 and Q4 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 council’s 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) including the Business Improvement Delivery (BID) programme. 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 to each POC provides a review of the actions taken to meet the Council Plan targets, the Local Area Agreement targets (both of which are outcome driven), and National and Key performance indicators that each group uses to manage and monitor performance.

## **National Indicators**

We have developed a range of Key Performance Indicators and Local Performance Indicators to help DCEO managers maximise team performance. Included in our Key PIs are 12 National Indicators (NIs) as set by the last government, of which 7 are linked to our LAA. The data for the NIs will be obtained from a combination of information from government departments and from within the council, this information will be held on the Data Interchange Hub which is owned by a central government department the Department for Communities & Local Government (CLG).

## **Council Plan**

The Council Plan outlines the Council priorities to end of March 2010 and set out in a detailed work programme.

The work of the DCEO falls under 4 themes:

- Serving our community and customers (SCC)
- Achieving value for money (AVM)
- Strengthening planning & performance (SPP)
- Building a culture for success (BCS)

## **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.

## **Backing Documents**

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

### Council plan targets

DCEO has 12 targets in the Council Plan under the theme ‘*serving our community and customers*’. At the end of Q4, all 12 targets have been successfully completed.

### Sustainable Community Strategy (SCS)

The Sustainable Community Strategy was adopted by full council and has subsequently been converted into 6 detailed work programmes to be delivered by each of the Local Strategic Partnerships Strategic Theme Groups. The Sustainable Economy Taskforce (SET) is one of these theme groups. DCEO is responsible for delivering 6 targets in this plan. At the end of Q4, all targets have been successfully completed.

### Group plan targets (SCC)

There are 19 targets in the Group Plan under the theme of ‘*serving our community and customers*’, 12 of these are Council plan targets. At the end of Q4, all 19 tasks have been successfully completed.

### Performance Indicators for 2009/10

#### National Indicators (NIs)

The DCEO was responsible for the monitoring of 12 National Performance Indicators in 2009/10. 6 of the indicators were part of the biennial Place Survey that was placed on hold in June by the coalition government whilst they carry out the Comprehensive Spending Review, results of which are due in the autumn. 4 of the indicators have a time delay before results are available due to the dependency on information being received from the Department for Business, Innovation and Skills (BIS), Office for National Statistics (ONS) and Jobcentre+. The outturns for the remaining 2 indicators are shown below.

Ref	Description	Target 2008/09	Outturn 2008/09	Target 2009/10	Outturn 2009/10
NI 35	Building resilience to violent extremism	Level 2	Level 2 (Green)	Level 2	Level 3 (Green)
NI 166	Median earnings of employees in the area	N/S	£593.90	N/S	£606.10

NI 35 Building resilience to violent extremism has also improved with a rise to level 3 from level 2 in 2008/09. This is due to more cohesive partnership working being carried out by members of our Strong and Active Theme group to deliver the actions against the Prevent Violent Extremism (PVE) action plan.

NI 166 Median earnings of employees in the local area has shown a steady improvement in the last four years rising to £606.10 compared with a national average of £495.21.

## Local Indicators

There are 12 local indicators which can be reported at the end of Q4 that link to the Council's objective of 'serving our community and customers', one of these is showing serious slippage.

Ref	Description	Target 2008/09	Outturn 2008/09	Target 2009/10	Outturn 2009/10
22	The involvement people/residents/organisations in Overview & Scrutiny Committee reviews during 2009/10	Not set	200	500	178

Local Indicator 22 is showing serious slippage as the nature of the reviews undertaken in the year did not involve as many witnesses as have been required for some reviews in the past. However, going forward once the reviews for 2010/11 have been determined this will enable a more accurate target to be set and the reviews will be promoted more widely to generate interest.

### Chrysalis programme

99% of the Chrysalis programme budget has been delivered to time, cost and quality. This year we have exceeded the target of 93% as well as showing a continuous improvement on our outturns over the last 3 years.

### Complaints & member enquiries

In 2009/10 there were 7 complaints and 12 member enquiries reported to the DCEO in Q4, all were responded to within the corporate deadline.

## Section B – Achieving value for money

### Group plan targets (AVM)

There are 9 targets in the Group Plan that will enable the Council to achieve its priority of 'achieving value for money'. At the end of Q4, all tasks have been successfully completed.

### Local Indicators

There are 9 indicators that can be reported at the end of Q4 that link to the Council's objective of 'achieving value for money', 1 of these is showing some slippage.

Ref	Description	Target 2008/09	Outturn 2008/09	Target 2009/10	Outturn 2009/10
56 (BV12)	Council wide - Number of working days/shifts lost to sickness absence (not including schools)	7.5	8.10	7.5	8.45

Local Indicator 56 is showing some slippage, this figure applies to the sickness absence across the whole council. HR is required to deliver this target through influence. The reporting and capture of absence has improved this year (better capture may have indeed contributed to increase in absence) and ability to report by job classification has been established. Figures below show that DCEO achieved their element of this target.

The DCEO over the last two years have reduced the average cost per employee by 11% from £60.30 to £53.31 and the cost on agency expenditure by £1.2m from £18.8m to £17.2m.

### **DCEO 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 2009/10 having achieved the target of 6.5 days with an average number of days sickness absence of 4.94.

	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2009-10 Target</b>	<b>2009/10 Actual</b>
Average Absence Days	3.93	4.18	6.12	6.5	4.94
% of absence that is long term	41%	29%	49%		47%

### **DCEO Group expenditure within budget**

The Final Revenue Outturn for the Deputy Chief Executive's Office is a net underspend of £1k, an adverse movement of £104k on the month 11 projection, due primarily to the re-inclusion of redundancy costs within the DCEO. Initially redundancy costs had been drawn out of group budgets and assigned as a corporate cost. As the DCEO Heads of Service had efficiently managed their budgets the redundancy costs were re-included in the year end expenditure costs as agreed at CMT.

The Final Capital Outturn for the Deputy Chief Executive's Office is a net underspend of £577k.

### **DCEO Agency spend**

The actual cost of agency spend in 2009/10 was £746k, which was an improvement of £684k on the expenditure incurred in 2008/09.

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

### **Group plan targets (SPP)**

There are 12 targets in the Group Plan that will enable the Council to achieve its priority of '*strengthening planning and performance*'. At the end of Q4, all 12 of the targets have been successfully completed



## Local Pls

There are 13 indicators which can be reported at the end of Q4 that link to the Council's objective of '*strengthening planning and performance*'. 1 of these are showing serious slippage whilst the remaining 11 are all on target.

Ref	Description	Target 2008/09	Outturn 2008/09	Target 2009/10	Outturn 2009/10
20	Preparation of draft council and committee meeting minutes within 4 working days of a meeting	New in 2009/10	New in 2009/10	100%	74.32%

Local Indicator 20 is showing serious slippage. This is was the first year of a new target and performance has been addressed as management issue.

Performance management in DCEO has improved with all group and team plans being monitored and updated on a quarterly basis by the use of the council's performance management software.

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

### Group plan targets (BCS)

There are 8 targets under the theme '*building a culture for success*' and all were successfully completed at the end of Q4.

## Local Pls

There are 5 indicators that can be reported at the end of Q4 that link to the Council's objective of '*building a culture for success*', 1 is showing serious slippage whilst the others are all on track.

Ref	Description	Target 2008/09	Outturn 2008/09	Target 2009/10	Outturn 2009/10
51	Time taken to recruit new employee	New in 2008/09	90 days	75 days	88 days

Local Indicator 51 is showing serious slippage. It has been difficult to meet the target with existing recruitment systems in place. The existing contract has been terminated on 31/03/10 and a new system (i-Grasp) has been implemented offering more in-house control and increased speed to recruit.

The DCEO over the last two years has reduced the number of no-shows at training courses by 11% from 20% to 9% and increased the percentage of staff that feel informed about the organisation by 15% from 69% to 84%.

## **Achievements**

The following lists the key achievements for DCEO in Q3 and Q4 2009/10, these include:-

- The opening of the refurbished Townfield Community Centre
- The improvement in Electoral Canvas responses.
- The successful delivery of the ward budget programme

	Contributing to						
	Council Plan	Community Strategy	LAA	HIP	Good News	Equalities	Value for Money
<b>Serving our community and customers</b>							
The opening of the re-furnished <b>Townfield Community Centre</b> , where more than £700K was secured from the Government's Community Assets programme & local funders	✓	✓			✓	✓	✓
Improved <b>Electoral Canvass</b> response to highest ever figure (97.06%) and increased number of <b>postal voters</b> to 22,775 - also highest ever figure						✓	
Ran 25 Cabinet Member <b>petition hearings</b> to deal with 75 petitions from members of the public		✓				✓	✓
Achieved 97% satisfaction rating from public attending <b>Council meetings</b> increasing public confidence in the democratic process	✓						
Successful planning and implementation of the <b>Access is your Business</b> Event on 19th February 2010, which was attended by Councillors, officers, residents and businesses. Feedback from all was extremely positive and a project on accessibility is planned for 2010/11 as part of the Disabled People's Action Plan. As a result of the work put into the event, Cllr Kemp has nominated the Policy team for the team recognition award.					✓	✓	
Successfully ran 3 <b>Cabinet Question Time</b> events in quarter 4 with a total of 266 attendees.	✓						
299 ward budget proposals approved and 276 implemented at the end of the year.					✓	✓	✓
An Older People's Christmas lunch took place on 21st December in partnership with Arora International Hotel, attended by elderly residents from care homes and sheltered housing in the borough.					✓	✓	
Hillingdon Council has become the first organisation in the UK to be awarded associate member status of the Normandy Veterans Association (NVA). It is thought to be the first time that the NVA have awarded Associate Membership to an entire organisation, and it highlights the continued support that the council has given to war veterans.					✓		
<b>Building a culture for success</b>							
Innovative use of new planning legislation to secure the development of <b>supported accommodation for victims</b> of domestic violence whilst generating £2 million in income.	✓	✓			✓	✓	✓
The Communication team was commended for their research and consultation in the national <b>Good Business Awards 2010</b>					✓		
Both cohorts 1&2 from the 2008 intake have now completed their first year of the <b>Hillingdon Academy</b> . In Q4 they entered their second year which involves engagement with Project work, specifically around the Business Improvement Delivery (BID) programme. Each delegate has now met with their project lead from workstreams 1,2 or 3 and confirmed their objectives for the year ahead.				✓			
The Head of Communications has been named as <b>In-house Professional of the Year</b> at the Public Relations Consultants Association (PRCA) Awards 2009					✓		
<b>Achieving Value for Money</b>							
27 <b>alley gating schemes</b> have been completed during 2009/10 against a target of 20	✓	✓			✓	✓	✓
Reduction of <b>recruitment advertising costs</b> by £200K in 2009/10					✓		✓

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## Performance Information Report, second 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 & 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.

In January 2010, the responsibility for Facilities Management passed from F&R to Planning, Environment and Community Services.

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 and is presented in the same format as the previous report.

### Backing Documents

None

### Suggested Overview Activity.

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

Within the Council Plan, Finance & Resources (F&R) has one objective, which is “Freeze council tax for all Hillingdon residents for two years”. This objective has been successfully achieved, and has been carried forward for the second year running where Hillingdon residents have not seen an increase in their Council Tax.

### Comprehensive Area Assessment (CAA) and National Indicators

F&R has a comprehensive range of Key Performance Indicators and Local Performance Indicators which are there to help managers achieve their objectives. Independent regulators review the standard of performance management within the group.

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

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

Since 2008-09 we have been tasked with the collection of NI 14. This national indicator is aimed to reduce ‘avoidable contact’ between customers and their local authority. However as part of the Smarter Government initiative, 18 national indicators (NIs) have been removed from the national indicator set, and NI 14 is one of these. However, there is still a requirement to collect and record information for 2009/10.

<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>

In 2009-10, two half-year sample measurements were taken in July and November. July recorded a result of 20% and November recorded a result of 24%, which gave an overall result of 22% for the whole Council. This is a reduction of 8% on the previous year’s reported figure of 30%.

It must be noted that the removal of this indicator is not a signal that this indicator is not important, and the underlying business issue to reduce avoidable contact has not gone away. Analysing customer contact is now all the more important for achieving best value with shrinking resources, and we have developed significant processes and know-how on measuring and reducing avoidable contact. This is

now realising benefits for our customers and residents, and this work will be continued.

### **Group Action Plan**

Under the theme of serving our community and customers, F&R have two tasks which relate to creating better inter-departmental working in order to achieve more responsive and streamlined services for the public. It can be reported that all of the planned work has now been completed.

### **Corporate critical performance data**

We still continue to measure the following key former Best Value indicators. The table below shows these critical targets which are reported to the Senior Management Team on a quarterly basis, with their results for Q3 and Q4. The table shows that Council Tax collection was slightly above its target at the end of March, whereas NNDR collection was slightly below the target (**AMBER**). However, considering the difficult general financial conditions being experienced, NNDR collection has gone very well. Hillingdon was ranked as having the 6<sup>th</sup> highest NNDR collection rates within London.

PI Code	Council Theme	Description	Out-turn at end of 2007-08	Out-turn at end of 2008-09	Target 2009-10	Out-turn at end of 2009-10
BV8	Serving Community & Customers	Percentage of undisputed invoices paid within 30 days	97.7%	98.7%	99%	99.1%
BV9	Achieving Value for Money	Proportion of Council Tax collected	96.3%	96.3%	96.30%	96.6%
BV10	Achieving Value for Money	Proportion of non-domestic rates collected	99.3%	99.3%	99.30%	98.7%

### **Customer Care Standards**

#### **Customer Contact Centre**

The Contact Centre is most people's first point of contact with the council, and it is therefore vital that we offer a good service to customers. The Contact Centre has been able to produce excellent results in all three of their key areas.

	2007-08 average	2008-09 average	Target 2009-10	Q1 2009-10	Q2 2009-10	Q3 2009-10	Q4 2009-10
End-to-end quality of service	Not available	86%	85%	88%	89%	90%	93.1%
Resolution at first point of contact	78%	79%	80%	81%	85%	83%	85%
Customer satisfaction	95%	97%	90%	98%	98%	97%	98%

## ICT

The ICT team have exceeded their targets for the year. The ICT service desk is the primary point of contact and they aim to resolve issues without the need for onward referral. The table below shows that the team has produced a positive outcome for its users.

	2008-09 average	Target 2009-10	Q1 2009-10	Q2 2009-10	Q3 2009-10	Q4 2009-10
Faults: % completed by Service Desk	50%	50%	50%	61%	63%	71%
Standard requests: % completed by Service Desk	50%	50%	n/a	60%	69%	64%

## Member Enquiries and Customer Complaints

Performance on Member Enquiries has shown good progress. Unfortunately, customer complaints in quarter 4 saw a dip, and did not manage to reach the target of 95%. This has been caused by a delay in responses from the Contact Centre. Corrective action was taken to ensure a better performance the future, and this has resulted in results for Q1 2010-11 being back above the target level.

	2007-08 average	2008-09 average	Target 2009-10	Q1 2009-10	Q2 2009-10	Q3 2009-10	Q4 2009-10
Members Enquiries	94%	74%	95%	96%	96%	95%	96%
Volume of M.E.				26	23	21	24
Customer Complaints	86%	83%	95%	92%	100%	100%	83%
Volume of Complaints				28	23	14	30



## 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.

The 2009-10 outturn figure as at Q4, showed a cumulative result of £27.401m, and has already exceeded its three year target by £2.805m.

### Group Action Plan

In this theme of achieving value for money, there are five F&R tasks that relate to restructuring changes. All five of these tasks have been completed.

### F&R Group Budget Monitoring – end of year 2009-10

The final Revenue Outturn for the Finance & Resources Directorate is a net underspend of £7k, an improvement of £69k on the month 11 projection. This was due to an increased underspend on the Novell Licences and an increase in the rebate income received from Matrix re the provision of Agency staff.

The final Capital Outturn for the Finance & Resources Directorate is a net underspend of £200k.

### **Controlling sickness absence**

Absence is closely monitored on a monthly basis within F&R, to be able to minimise high absence levels that may otherwise lead to repercussions on a team's output and productivity. The F&R absence target for 2009-10 was set at 6.5 days per person.

Absence figures this year have improved since last year, with a slight reduction in days per person. Unfortunately, the set target has not been achieved this year in part due to high absence in one area prior to out-sourcing. However, over the last 3 years there has been a downward trend in absence figures.

	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>Target 2009-10</b>	<b>Q1 2009-10</b>	<b>Q2 2009-10</b>	<b>Q3</b>	<b>Q4</b>
<b>F&amp;R</b> Average Absence Days	9.77	7.28	6.5	6.2 projection	7.89 projection	6.99 projection	7.10
% of absence that is long term	54.8%	54.2%		55%	47%	45%	49%

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

There has been excellent progress on reducing agency spend. This year saw a reduction of agency spend of £674k (equivalent to 40%) compared to last year. More robust processes coupled with greater scrutiny of expenditure have been implemented in order to achieve this.

	<b>No. of Vacant Posts</b>	<b>No. of Agency Staff Employed</b>	<b>Actual Cost of Agency 2008/09</b>	<b>Actual Cost of Agency 2009/10</b>	<b>Reduction from 2008-09 to 2009-10</b>
Finance & Resources total	38	24	£1,703k	£1,029k	£674k

### **Electronic payments**

The table below shows the amount of invoices which are processed electronically and the increase since the previous year. The aim of this indicator is to maximise payments through the BACS method, rather than by cheque, as it is quicker and the processing costs are lower.

	<b>2008-09 Actual</b>	<b>Target 2009-10</b>	<b>Q1 2009-10</b>	<b>Q2 2009-10</b>	<b>Q3 2009-10</b>	<b>Q4 2009-10</b>
Payments by BACS	88%	90%	91%	91%	92%	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**

Within the theme of strengthening planning and performance, there are 9 tasks which belong to F&R. All but one of the tasks have now been completed. The task which is progressing but showing slippage is regarding the implementation of a single system for receiving payments over the internet. This task is now due to be completed in October 2010.

### **Corporate Critical Performance Data**

F&R continuously measure the performance of their teams, and have implemented effective processes for the collection and analysis of these measurements.

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	Outturn Q3	Outturn Q4
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	n/a	n/a	22.05%
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	n/a	£27,401.00
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	Plans in place for 2010-11.	Put in place for 2010-11.
FR003	AVM	Service Review action plans on track	n/a		All on track	78% completed or on track	78% completed or on track	93% completed or on track	93% 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	6.99 days	7.10 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%	9.07%	9.4%
BV9	AVM	Proportion of council tax collected	96.30%	96.3%	96.30%	30.98%	57.1%	85.24%	96.6%
BV10	AVM	Percentage of non-domestic rates collected	99.30%	99.3%	99.30%	31.40%	59.7%	88.45%	98.7%
BV8	SCC	Percentage of undisputed invoices paid within 30 days	97.70%	98.7%	99%	99.09%	99.32%	99%	99.0%

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

### **Group Action Plan**

F&R and DCEO SMTs now work highly collaboratively in order to strengthen the business planning framework for the organisation. There is an embedded process in council-wide operations via the MTFF process, and monthly meetings of joint SMTs now take place.

### **Service Review**

93%, or 14 out of 15, of the service review actions have now been completed. As reported previously, there is slippage on only one task.

Effectively, the Service Review can be regarded as completed and the F&R Group is now playing a pivotal role in BID which is the council's major transformational work programme.

### **Team Bonus Targets**

The objective of HIP team bonus is to boost employee engagement with the work of the council, and create a culture of achievement. HIP team bonus rewards staff who have made a significant impact to the council and the residents they serve. All teams have targets, which if reached, will automatically put the team on the shortlist.

This year F&R had three teams who were short listed for the HIP Team Bonus, so congratulations go to:

- Internal Audit
- Adult Social Care Health and Housing Exchequer Team
- Contact Centre

The majority of 2010-11 team bonus targets have also now been approved by the Corporate Director and Cabinet Portfolio Holders.

### **Achievements**

The achievements for quarters 1 and 2 were previously presented to the committee in January 2010. Quarters 3 & 4 are displayed below, and show the most significant achievements for F &R over the last two quarters.

## F&R Achievements for Q3 and Q4 2009-10

	Contributing to						
	Council Plan	Community Strategy	LAA	HIP	Good News	Equalities	Value for Money
<b>SERVING OUR COMMUNITY AND CUSTOMERS</b>							
Facilities were responsible for enabling the opening of the new Housing Needs Reception to the public.	•	•			•		
<b>Achieving Value for Money</b>							
Procurement successfully completed negotiations with Manned Guarding Security supplier. Full year cashable saving of £137K achieved plus additional £26K of cost avoidance and payment of £20K refund secured.	•				•		•
Reduction of external BT lines across the Council from 1,478 in June 2008 to 1,185 in November 2009 due to increased use and deployment of IP phones across the Council.	•			•	•		•
The DWP have written to the council confirming the final settlement of the 2007/08 Housing Benefit claim which totalled £124m. The DWP letter confirms that just £32.7k will be recovered following the external audit of this claim. This is an exceptional performance by both the ASCH&H Housing Benefit and ASCH&H Finance team working closely	•				•		•
Insurance and Highways worked together to successfully defend a claim which started in 2006. The estimated claim would have been circa. £30,000	•				•		•
Professional, Technical & Administrative temporary labour - the procurement exercise, including eAuction, for this grouping of temporary labour has completed. A new contract will be awarded with a saving of 37% (£171K) on the agency management fee.	•				•		•
<b>Strengthening Planning &amp; Performance</b>							
The F&R Business Support Team implemented a new centralised stationery policy whereby all orders are scrutinised and approved by Business Support. The new process has saved the council circa. £6000 up to the end of March 2010, since the implementation	•			•	•		•
Indicative budgets were issued to schools on 23rd February - 2 weeks earlier than the previous year - enabling schools to start their budget planning earlier for the next financial year. Finals were issued on 30th March, within the set deadline.	•						
<b>Building a culture for success</b>							
The Contact Centre has successfully incorporated the Registrar Service into its mainstream operation so that front line customer contact is now managed on behalf of that service.	•			•	•		
The Contact Centre were awarded the Global Business Excellence Award in the Outstanding Local Authority Call Centre category.				•	•		

# Agenda Item 7

## 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>22 July 2010</b>	<b>CR 5</b>
<b>7 September 2010</b>	<b>CR 6</b>
<b>13 October 2010</b>	<b>CR 6</b>
<b>11 November 2010</b>	<b>CR 6</b>
<b>19 January 2011</b>	<b>CR 6</b>
<b>22 February 2011</b>	<b>CR 6</b>
<b>16 March 2011</b>	<b>CR 5</b>
<b>20 April 2011</b>	<b>CR 6</b>

Corporate Services & Partnerships Policy Overview Committee

**2010/11 DRAFT Work Programme**

<b>Meeting Date</b>	<b>Item</b>
<b>8 June 2010</b>	Draft Final Report – The Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and Reviewing how the Council could Improve Business to Business Support with the Borough’s Industrial Estates
	Discussion on work programme for 20010/11
	Cabinet Forward Plan

<b>22 July 2010</b>	Performance: Final Updates for 2009/10
	The Year Ahead and Key Performance Indicators linked to Group Plans
	Budget Outturn and Context for 20010/11
	Major Review in 2010/11 - Scoping Report
	Work Programme
	Cabinet Forward Plan

<b>7 September 2010</b>	Major Review in 2010/11 – First Review
	Witness Session 1
	Cabinet Forward Plan
	Work Programme

<b>13 October 2010</b>	Major Reviews in 2010/11 – First Review
	Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>11 November 2010</b>	Major Reviews in 2010/11 – First Review
	Witness Session 3



	Cabinet Forward Plan
	Work Programme

<b>19 January 2011</b>	Performance Information Reports
	Group Services Plan / Priorities for Year Ahead
	Draft Budget for Consideration
	Major Reviews in 2010/11 – First Review Final Report
	Cabinet Forward Plan
	Work Programme

<b>22 February 2011</b>	Major Reviews in 2010/11 – Second Review Witness Session 1
	Cabinet Forward Plan
	Work Programme

<b>16 March 2011</b>	Major Reviews in 2010/11 – Second Review Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>20 April 2011</b>	Major Reviews in 2010/11 – Second Review Witness Session 3
	Cabinet Forward Plan
	Work Programme

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## **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

Period of Plan: August 2010 to November 2010 onwards

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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ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; F&R = Finance & Resources; PE&CS = Planning, Environment & Community Services

## CABINET MEMBER DECISIONS - AUGUST 2010

SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
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## CABINET - 23 SEPTEMBER 2010

SI	<b>Reports from Policy Overview Committees</b>	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	DCEO Democratic Services			
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	F&R Paul Whaymand			
SI	<b>Quarterly Voluntary Sector Leases Report - Quarter 1</b>	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	PE&CS Gregory Morrison			
SI	<b>Quarterly Council Plan, Performance, Local Area Agreement and Achievements monitoring - Quarter 1</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	DCEO Kevin Byrne / Sue Crehan / Ian Edwards			
SI	<b>Quarterly Performance Monitoring of the Sustainable Community Strategy - Quarter 1</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	DCEO Ian Edwards			

## CABINET MEMBER DECISIONS - SEPTEMBER 2010

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; F&R = Finance & Resources; PE&CS = Planning, Environment & Community Services									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
<b>CABINET - 14 OCTOBER 2010</b>									
474 32	<b>Electronic (Online) Petitions to the Council</b>	<p>To inform Cabinet of legislation that becomes law with effect from 15 December 2010 requiring the Council to have in place an electronic petition scheme with the aim of strengthening local democracy. Members will be aware that the Council has benefited from a well established petition procedure for many years. It continues to receive high praise from residents who participate in it.</p> <p>Democratic Services are already prepared for a move to e-petitions having previously invested in the technology capable of implementing this new requirement. Following consultation with the Leader and relevant Cabinet Members, this report to Cabinet will set out a new Petitions Protocol which will form part of the Constitution and be recommended to Council on 4 November 2010.</p>		14-Nov-10	Cllr Ray Puddifoot	DCEO Nikki Stubbs	Members, ICT and internal testing of the system using Council staff	Local Democracy, Economic Development and Construction Act 2009	<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
<small>ASCH&amp;H = Adult Social Care, Health &amp; Housing; DCEO = Deputy Chief Executive's Office; E&amp;CS = Education &amp; Children's Services; F&amp;R = Finance &amp; Resources; PE&amp;CS = Planning, Environment &amp; Community Services</small>									
SI	<b>Reports from Policy Overview Committees</b>	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	DCEO Democratic Services			
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	F&R Paul Whaymand			
<b>CABINET MEMBER DECISIONS - OCTOBER 2010</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	
<b>CABINET - 18 NOVEMBER 2010</b>									
SI	<b>Reports from Policy Overview Committees</b>	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	DCEO Democratic Services			
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	F&R Paul Whaymand 01895 556074			
<b>CABINET MEMBER DECISIONS - NOVEMBER 2010</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	DCEO Democratic Services	Various	Various	

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