



HILLINGDON  
LONDON



# Residents' and Environmental Services Policy Overview Committee

**Date:** WEDNESDAY, 30 JULY  
2014

**Time:** 5.30 PM

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

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

## Councillors on the Committee

Michael White (Chairman)  
David Yarrow (Vice-Chairman)  
Lynne Allen  
Teji Barnes  
Mohinder Birah  
Peter Davis  
Patricia Jackson  
Kuldeep Lakhmana (Labour Lead)  
Carol Melvin

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[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

***Putting our residents first***

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# Terms of Reference

A central role of a Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including people from a wide range of external organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. They therefore perform an important role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate.

This Committee undertakes the policy overview role in relation to the following matters:

- Highways, traffic, parking & street environment
- Local transport, including rail, cycling & London Underground
- Footpaths and Bridleways
- Road safety and education
- Planning & Building Control
- Libraries
- The Borough's heritage and history
- Sport & Leisure services
- Waste management & recycling
- Green spaces, allotments, woodlands, conservation and sustainable development
- Consumer Protection, Trading Standards & Licensing
- Registrars & Bereavement Services
- Local watercourses, drainage and flooding
- Environmental Health, Air & Noise Quality
- Local impacts of Heathrow expansion
- Local impacts of High Speed Rail

# Agenda

## Chairman's Announcements

	<b>Title of Report</b>	<b>Page</b>
1	Apologies for Absence	
2	Declaration of Interest in matters coming before this meeting	
3	To confirm that all items marked Part 1 will be considered in Public and that any items marked Part 2 will be considered in Private	
4	To agree the Minutes of the meeting held on 26 June 2014	1 - 4
5	Scoping Report on Diversifying the Street Champions Initiative	5 - 12
6	Budget Planning Report for Residents Services 2015/16	13 - 16
7	Forward Plan	17 - 20
8	Work Programme	21 - 22

## Minutes

### RESIDENTS' AND ENVIRONMENTAL SERVICES POLICY OVERVIEW COMMITTEE

26 June 2014



Meeting held at Committee Room 5 - Civic Centre,  
High Street, Uxbridge UB8 1UW

	<p><b>Committee Members Present:</b> Councillors Michael White (Chairman), David Yarrow (Vice-Chairman), Lynne Allen, Teji Barnes, Mohinder Birah, Peter Davis, Patricia Jackson, Kuldeep Lakhmana (Labour Lead) and Carol Melvin</p> <p><b>LBH Officers Present:</b> Steven Maiden (Democratic Services Officer), Nigel Dicker (Deputy Director of Public Safety &amp; Environment) and Liz Jones (Community Safety &amp; CCTV Manager)</p>
3.	<p><b>TO AGREE THE MINUTES OF THE MEETING HELD ON 26 MARCH 2014 AND 6 JUNE 2014</b> (<i>Agenda Item 4</i>)</p> <p><b>RESOLVED: That the minutes of the meetings dated 26 March 2014 and 06 June 2014 were agreed as accurate records.</b></p>
4.	<p><b>CONSIDERATION OF TOPICS FOR THE FIRST MAJOR REVIEW OF THE MUNICIPAL YEAR</b> (<i>Agenda Item 5</i>)</p> <p>The Committee discussed possible major reviews topics based on suggestions made by Members in the previous municipal year, the chairman and by Members during the meeting itself. A summary of the discussion is set out below.</p> <p><u>Fly Tipping</u></p> <p>Members noted that a major issue facing the Council was persistent fly tipping in areas of the Borough. Although a great deal of work was undertaken to respond to fly tips, it was suggested that not enough was done to identify and prosecute persistent offenders. Surveillance (specifically the use of CCTV cars) was suggested as an effective way to identify who was fly tipping as was focussing on the links between fly tips and Houses in Multiple Occupancy (HMO) in problem areas. Members suggested that this would be a valuable area to explore in a major review.</p> <p>Officers stated that the Council did work both to clean up fly tips and to identify and fine perpetrators. Fixed Penalty Notices were provided but it was sometimes extremely difficult to trace back to an individual.</p> <p>Although Members were concerned about this issue, it was agreed that it would not sustain a 5 month review. Instead, Members asked officers to provide a report addressing the concerns highlighted above including the use of CCTV as a method of surveillance. It was also requested that the report covered fly tipping on footpaths and bridle ways and more general information on how these areas were cleaned. Officers noted that such a report would be produced and added to the work programme for later in the year.</p>

### Sale of counterfeit products

Officers advised that there was a wide range of counterfeit products being sold within the Borough. However, this issue was being dealt with by a small Trading Standards Team and so the Council was only able to react to complaints rather than undertake investigative work to identify offenders. The Team had worked with neighbouring Boroughs in the past to respond to major offenders and there was a good track record of enforcement. Officers advised that a review could explore the extent of the problem and identify how the Council might better respond.

Members raised concerns that there was little the Council could do in this area as much of it fell within the remit of the Police. Officers noted that the Trading Standards Team did have authority to act in this area but that it was also within the purview of the Police.

The Committee agreed that this topic should not be pursued.

### Road safety outside of schools

Members proposed a review into road safety outside of schools which continued to be a problem. It was noted that a review could explore how to address problems at drop-off and pick-up times and how to change parents' attitudes that were seen to contribute to some of the problems.

It was agreed that, in the first instance, the Committee should receive a report on the issue highlighting the major problems and what was currently being done to address them. Officers noted that this report would be added to the Committee's Work Programme for later in the year.

### Street Champions and Neighbourhood Watch

Officers provided a brief presentation on a proposed review on the Street Champions Initiative and how this might be linked with the Neighbourhood Watch Scheme. It was noted that the Street Champions Initiative had been in place since 2006 and had over 4,500 volunteers. A small proportion of volunteers were very active and reported up to 15 issues a month but the majority only reported 1 issue a month or less.

Officers advised that the ways in which Street Champions reported issues had changed since the initiative began with a move from paper reporting to reporting through the Contact Centre. It was suggested that a review might explore how reporting might be diversified further to increase accessibility and make it as easy as possible. In particular, the possibility of better using the Council's website, mobile phone apps and external websites could be a focus of the review.

Officers advised that the Cabinet Member for Community, Commerce & Regeneration had asked officers to explore creating better links between the Street Champions Initiative and Neighbourhood Watch Schemes in the Borough. As such, he had initiated a pilot scheme in certain areas of South Ruislip, Charville, West Drayton and Yiewsley to explore how these links might be developed. Should the Committee pursue this review topic, key information could be provided on the intelligence gathered during these pilots.

Officers emphasised that the intention of such a review would not be to increase the

	<p>volume of issues being reported but to improve the accessibility of the Street Champions Initiative and to consider how better links could be adopted with Neighbourhood Watch Schemes.</p> <p>Members discussed concerns about whether linking Street Champions and Neighbourhood Watch schemes would stretch police resources unnecessarily. It was noted that these were important issues that a review could profitably explore and identify where there were areas for improvement.</p> <p>Members stated that the development of a mobile phone app would be positive and suggested that there could be a facility to submit photographs of affected areas to provide officers with a clear idea of the problem.</p> <p>Members raised concerns that the role of the Street Champion was unclear and that those volunteering in that role were not accountable. Some examples of people using the position inappropriately were provided. A request was made for a Street Champions' "terms of reference" to be provided to the Committee to give a clearer idea of the extent of the role.</p> <p>The Committee noted that an important part of making Street Champions accountable was ensuring that Ward Councillors received information on what issues were being raised and what work was being undertaken to resolve them.</p> <p><b>RESOLVED: That:</b></p> <ol style="list-style-type: none"> <li><b>1. Officer provide reports on the following areas:</b> <ol style="list-style-type: none"> <li><b>a. Fly tipping in the Borough and the use of CCTV as a method of surveillance;</b></li> <li><b>b. Cleaning of footpaths and bridle ways including the issues of a cleaning schedule and fly tipping;</b></li> <li><b>c. Road safety around school and what was being done to address these problems; and</b></li> </ol> </li> <li><b>2. The review into the Street Champions Initiative be agreed as the first major review of the municipal year and officers be asked to provide a full scoping report on the topic for the next meeting.</b></li> </ol>
5.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 6</i>)</p> <p><b>RESOLVED: That:</b></p> <ol style="list-style-type: none"> <li><b>1. The Committee consider the Byelaws for Parks; and</b></li> <li><b>2. The Forward Plan be noted.</b></li> </ol>
6.	<p><b>WORK PROGRAMME</b> (<i>Agenda Item 7</i>)</p> <p><b>RESOLVED: That:</b></p> <ol style="list-style-type: none"> <li><b>1. The Committee's meeting dates for July and September 2014 be agreed between the Chairman and officers outside of the meeting;</b></li> <li><b>2. The Work Programme be noted.</b></li> </ol>
	<p>The meeting, which commenced at 6.30 pm, closed at 7.23 pm.</p>

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



## FIRST MAJOR REVIEW 2014/15: DIVERSIFYING THE STREET CHAMPIONS INITIATIVE

**Contact Officer:** Steven Maiden  
**Telephone:** x0692

### REASON FOR ITEM

To consider the draft scoping report on a major review into diversifying the Street Champions initiative in Hillingdon that was proposed as a topic at the last meeting of the Committee.

Officers will provide Members with a brief presentation on the topic as well as an overview of the proposed structure and extent of the review.

### OPTIONS AVAILABLE TO THE COMMITTEE

1. To give consideration to the detail contained in the draft scoping report and to make comments and suggestions on the detail contained within.
2. To request clarification and further information from officers.
3. To agree the scoping report and the witnesses that will be required for the Committee to conduct its review.

### INFORMATION

1. At its meeting of 26 June 2014, the Committee identified the Council's Street Champions initiative as the topic for their first major review of the year. Specifically, Members identified the core concerns to be how to:
  - a. make it more easily accessible to volunteers;
  - b. improve channels of communication; and
  - c. diversify its scope by linking it with other existing schemes such as Neighbourhood Watch.
2. In the light of these core areas, the attached scoping report has been produced to provide the Committee with draft terms of reference for the review, information on possible lines of enquiry and a proposed list of witnesses.
3. To ensure that the key areas identified in the report are addressed as comprehensively as possible, it has been suggested that there are three themed witness sessions as follows:
  - a. **Setting the context** - providing information on how the initiative currently works;
  - b. **Better Access and Reporting** - exploring how digital technologies could be used to enhance volunteers' experiences;
  - c. **Street Champions and Neighbourhood Watch** - exploring how the two initiatives might be better linked.

4. In agreeing to this structure the Committee should be advised that there will be three witness sessions in total meaning that a draft final report would be considered at the meeting of 20 January 2015 at the earliest.
5. The review will identify areas for improvement and future development and, if needed, will bring forward positive and practical policy recommendations.

## **PAPERS WITH THE REPORT**

Draft Scoping Report (Appendix A)



# Residents' & Environmental Services Policy Overview Committee Review Scoping Report 2014/15

## Diversifying the Street Champions Initiative

### REVIEW OBJECTIVES

#### Aim and background to review

It is important to be clear from the outset of this report that the Street Champions initiative is well established in the Borough and has enjoyed considerable success since it began in 2006. The initiative is the largest of its kind in the United Kingdom with a network of over 4,600 volunteers reporting local issues and concerns and, in so doing, making a valuable contribution to the Council's aim to develop a nicer, cleaner and safer environment for its residents.

Given the success of Street Champions, the proposed aim of this review is not to assess the initiative itself but rather to focus on specific areas in which possible improvements have been identified. These areas are proposed as follows:

- § **Make it more easily accessible** by exploring different ways in which volunteers can report issues using digital technologies;
- § **Improve channels of communication** by exploring how the Council receives and disseminates information to Street Champions as well as how Ward Councillors are informed of the local issues being raised; and

- § **Diversify its scope** by developing links between Street Champions and the Borough's Neighbourhood Watch Schemes in order expand the number of residents seeking to contribute to the safety of the Borough.

The Committee's investigations will sit alongside work currently being progressed on a pilot project exploring the relationship between Street Champions and Neighbourhood Watch Schemes. As such, the review will profit from the intelligence gathered during the pilot and could develop on areas identified as part of this ongoing project.

To meet these aims the following Terms of Reference are proposed:

### Terms of Reference

#### **Setting the context**

1. To gain a comprehensive understanding of the current Street Champions initiative to include:
  - a. The current level of uptake across different areas of the Borough;
  - b. The volume and nature of the issues raised;
  - c. The remit and accountability of the role; and
  - d. The barriers to involvement and reporting issues.
2. To gain a comprehensive understanding of the Neighbourhood Watch Scheme to include:
  - a. The findings of the pilot project into linking the Street Champions Initiative and the Borough's Neighbourhood Watch Scheme;
  - b. The current level of uptake across different areas of the Borough;
  - c. A clear idea as to where schemes are located in the Borough; and
  - d. The barriers to involvement.

#### **Better Access and Reporting**

1. To explore ways in which the Council could better use its current resources (e.g. its website) to increase the ease with which volunteers are able to report issues;
2. To assess the viability of using new forms of digital media in order to make reporting issues more accessible; and
3. To explore ways in which those volunteers who do not wish to use digital medias can better report issues.

#### **Street Champions and Neighbourhood Watch**

1. To put forward recommendations on how the Street Champions initiative could be linked with Neighbourhood Watch Schemes in the Borough;
2. To explore ways in which Street Champions could be encouraged to engage more generally in the community safety agenda; and
3. To explore how these initiatives might be linked through the use of the technologies highlighted above.

## INFORMATION & ANALYSIS

Following the Committee's decision to pursue this topic as a major review, officers met to discuss the possible extent of the investigation and to develop a plan for its delivery. As noted above, the Street Champions initiative is already very successful and, consequently, officers have advised that undertaking a review on the initiative itself would not be an effective use of the Committee's resources. Nonetheless, a number of significant areas in which the Committee would be able to make considerable improvements were identified. These have been reflected in the information below which has been set out to reflect the proposed structure of the review and witness sessions.

### Setting the context

At its meeting on 26 June 2014, the Committee emphasised that it wished to establish the current remit and accountability of the role of Street Champions prior to moving on to identifying areas for improvement and diversification of the scheme. Specifically, the Committee wished to learn more about the following areas of both the initiative and the role itself:

- § How volunteers were held to account;
- § How the initiative interacted with Residents' Associations and existing Neighbourhood Watch Schemes; and
- § What resources were available to provide additional support to develop links with Neighbourhood Watch schemes.

It should be noted that officers are confident that these areas can be addressed without altering the proposed aims of the review as the initiative is well established and has been proven to be a successful model. In order to do so and to set the wider context for investigations, it is proposed that the review begins with a 'fact finding' session in which witnesses set out in detail the rationale behind the initiative, the remit of the role and how the practical arrangements for Street Champions are managed on a day-to-day basis.

The Street Champions initiative is extremely broad and raises issues that are within the remit of a diverse range of the Council's service areas. Consequently, information will be gathered from a range of teams and stakeholders which will be reflected in the witnesses invited to this session. In addition to witnesses sessions, the Committee will have access to data gathered as part of the pilot project into linking Street Champions and Neighbourhood Watch. Although it is unlikely that a complete map of street champions across the Borough could be produced, the pilot project information will be available to assist Members in identifying the current situation and understanding what gaps and challenges there are for Street Champion and Neighbourhood Watch schemes.

### Better Access and Reporting

Since its inception in 2006, the ways in which volunteers have reported issues to the Council has changed considerably. At first, volunteers largely reported issues in writing

but, over time, this arrangement has changed and issues have increasingly been reported directly through the Contact Centre.

It is clear that the context in which Street Champions and Neighbourhood Watches are operating is continuing to change significantly with the increasing use of social media such as Facebook and Twitter as a means through which to communicate and raise concerns with the Council. It has been emphasised that, for the Street Champions and Neighbourhood Watch to remain relevant, the Council must continue to embrace these technologies and provide new ways for them to be used by residents and volunteers to increase accessibility and the ease with which issues can be reported.

Consequently, the Committee may wish to explore some of the following (non-exhaustive) areas and assess how they are currently used by the Council and how they might be improved.

- Use of external websites such as Streetlife and FixMyStreet could be explored.<sup>1</sup> These sites provide a social network experience to users allowing them to communicate with one another about local issues, opportunities and share information. The Committee could explore whether and how such sites could be used and monitored as a part of the Street Champions initiative as they would provide a low-cost and ready-made solution.
- Better use of the Council's own website for reporting. It would likely be cost and resource inhibitive to develop entirely new functions to the Council's website for these purposes. However, the Committee's views and investigations into how current functions are utilised could produce valuable new ways for volunteers to engage with the Council and partner agencies.
- Review how Twitter, Facebook and other social networks are used to facilitate the reporting of issues. This could be explored alongside the Committee's suggestion that the submission of supporting photographs would be a helpful facility for both officers and volunteers.

Where there is clearly a need to ensure that the Council and the Street Champions Initiative are up to date and relevant to our residents, it is also important to be aware that there will be a proportion of volunteers who do not wish to use these digital technologies. Consequently, this group should be kept in mind throughout the review to ensure that proposed improvements do not disadvantage them or make their role more difficult. The Committee may even wish to propose ways to enhance this group's interactions with the Council.

Finally, it should be noted that the investigation into improving communication within the Street Champions initiative is not limited to the reporting structures between volunteers and the Council itself. The information gathered by Street Champions also provides valuable intelligence and insight for Ward Councillors on the key issues being faced by local residents. As the system does not currently allow for such reporting of feedback to Councillors, this may be a facility that the Committee wishes to explore.

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<sup>1</sup> Streetlife: <https://www.streetlife.com/> and FixMyStreet: <http://www.fixmystreet.com/>

## Street Champions and Neighbourhood Watch

As noted elsewhere in this report, this review will be undertaken alongside a pilot project on developing better links between Street Champions and Neighbourhood Watch Schemes. The pilot will focus specifically on carefully selected locations within South Ruislip, Charville, West Drayton and Yiewsley wards as agreed by the Cabinet Member. Pilots will continue to progress throughout the course of this review. Consequently, the Committee will not be asked to contribute directly to this separate piece of work which has a clear set of aims and intended outcomes that will be reported to the relevant Cabinet Member in due course. However, the Committee will be able to use the intelligence gained throughout the project as a basis from which to explore new ways of linking the schemes and how to create such links throughout the entire Borough.

The Neighbourhood Watch website states that *"Neighbourhood & Home Watch is a voluntary network of schemes where neighbours come together, along with the police and local partners, to build safe and friendly communities"*.<sup>2</sup> This is in line with the Council's vision for the Borough and, as such, the schemes are seen to be a valuable resource that should be encouraged and supported. However, it is known that, unlike Street Champions, the numbers and size of Neighbourhood Watch schemes in the Borough is diminishing which has led to a lowering of the support and resourcing provided by the police and partners.

Given the value of the schemes if operating successfully, the primary focus of this area of the review will be on how to reverse their decline and, perhaps more importantly, to create links and joint working with street champions. This may involve investigating how community safety could be better incorporated into the Street Champions initiative or how the initiatives could be more closely aligned to share resources and information. Ultimately, the proposed aim is to investigate how a new approach could be adopted in order to resolve issues that intersect environmental and community safety matters.

It should be noted that the witness session corresponding to this particular area of the review will be at the very end of the review in order that the information and ideas discussed in the session on digital reporting can be developed upon. At this juncture, Members will be in a position to consider whether any of the proposed new methods of reporting could be used to improve the ways in which Neighbourhood Watch volunteers engage with the Council and other initiatives.

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<sup>2</sup> <http://www.ourwatch.org.uk/>

## WITNESS, EVIDENCE & ASSESSMENT

The table below sets out the possible witnesses that could be invited to present evidence to the Committee. It is proposed that witnesses are invited to attend themed sessions to ensure that the three core areas highlighted above are dealt with comprehensively and strategically. Members are reminded that this is not an exhaustive list and that additional witnesses can be requested at any point throughout this review.

<b>Session Information</b>	<b>Suggested Witnesses</b>
<b>Agree Scoping Report</b> <i>(30 July 2014)</i>	The scoping report will be presented to the Committee. Members will have the opportunity to agree or propose alternative witnesses.
<b>Setting the context</b> <i>(24 September 2014)</i>	<ul style="list-style-type: none"> <li>§ Community Safety &amp; CCTV Manager</li> <li>§ Economic Development Manager</li> <li>§ Service Manager, Anti-Social Behaviour Investigation Team</li> <li>§ Representative from the Contact Centre</li> <li>§ An active Street Champion</li> </ul>
<b>Better Access and Reporting</b> <i>(16 October 2014)</i>	<ul style="list-style-type: none"> <li>§ ICT Service Manager</li> <li>§ Communications Manager</li> </ul>
<b>Street Champions and Neighbourhood Watch</b> <i>(13 November 2014)</i>	<ul style="list-style-type: none"> <li>§ Representatives from Residents' Associations</li> <li>§ Volunteers from Neighbourhood Watch Schemes</li> <li>§ Hillingdon Neighbourhood Watch Co-ordinators from the north and south of the Borough</li> <li>§ Deputy Director, Environmental Policy &amp; Community Engagement</li> </ul>
<b>Consideration of Draft Final Report</b> <i>(20 January 2015)</i>	The draft final report will be presented by the Democratic Services Officer.
<b>Consideration of Final Report by Cabinet</b> <i>(19 March 2015)</i>	The draft final report will be presented to Cabinet by the Chairman of the Committee. Cabinet may approve, amend or reject as many of the report's recommendations as it wishes.

### Assessment

As is standard practice with a Policy Overview Committee's review, once a report's recommendations have been agreed by the Cabinet, officers will be asked to begin delivering the necessary changes. Monitoring officers' work is a fundamentally important aspect of the Committee's work and, as such, regular reports on progress can be requested by Members and a full update report will be added to the work programme. This is currently scheduled for March 2015 which will give officers time to begin realising the ensuing actions.

### Resource requirements

This review will be undertaken within current resources. The plan set out above will be co-ordinated and delivered by Democratic Services and the only additional staffing resources required will be officers' attendance at witness sessions to present evidence. It should also be noted that this review will profit from and contribute to the work already being undertaken by the Council as part of the Street Champions / Neighbourhood Watch pilot project.



## **BUDGET PLANNING REPORT FOR RESIDENTS SERVICES 2015/16**

**Contact Officer:** Gregory Pike  
**Telephone:** x0562

### **REASON FOR ITEM**

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work with regard to Residents Services (excluding Housing, Public Health and Education). Within the context of the Council's overall financial position, this paper sets out the main financial issues facing the Group's services and the work being undertaken to respond to them. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2015 will need to be considered.

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

It is recommended that the Committee notes the development of the financial planning process undertaken to date, and comments as appropriate on the response to the issues being developed by the Group.

### **INFORMATION**

- 1 This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2015/16. The focus of this report is the major issues that have been identified through the service and financial planning process for Residents Services. The report to be considered in January 2015 will set out the detailed budget proposals for the Group, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 18 December 2014.

### **Corporate Summary**

- 2 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.
- 3 The budget report to Council in February 2014 identified the savings requirement for 2015/16 as £20.3m and work is currently underway to refresh this figure. The finance settlement announced in December 2013 was only for the year 2014/15, although indicative figures for 2015/16 were released. However, until the final settlement is announced towards the end of the year the final funding position will not be clarified.
- 4 In addition, there is significant other uncertainty within the budget for next year from increasing demographic pressures; from ongoing welfare reforms and from the impact of the introduction of the Better Care Fund and the Care Act.

- The Better Care Fund (BCF) which Spending Round 2013 announced for introduction in 2015/16 will present an additional risk to be managed. This will see existing transfers from the NHS pooled with other Department of Health resources to create a national fund at £3,800m to support integrated working between the health and local government sectors. Hillingdon's share of this funding in 2015/16 is estimated at £17,991k, which will be managed through a section 75 pooling agreement. A provision of £1,000k per annum has been included in the Development and Risk Contingency to cover the risk of funding being insufficient to cover any new burdens transferring to the Council from 2015/16.
  - The Care Act 2014 impacts on adult social care funding arrangements, which includes the introduction of capped care costs and increased deferred payment arrangements. However, significant new burdens funding is expected in the medium-term. Local analysis will be completed over the coming months and any impacts managed through the 2015/16 MTFF cycle.
- 5 Alongside this, any other emerging pressures which arise throughout this financial year will have to be provided for in next year's budget. The budget gap will be monitored throughout the year and the budget strategy adjusted accordingly to ensure that a balanced budget for 2015/16 can be set.

### **Strategy to deal with the budget gap**

- 6 The Council remains strongly placed to deal with the challenges ahead. We have a good track record of coming in or under budget each year and have accumulated balances of £35.9m by the end of 2013/14. We have a well established HIP programme that has helped steer the Council from a position of having low balances to one of having healthy balances at the same time as dealing with significant external challenges. This has been enhanced by the development of the BID programme as the main vehicle for delivering the fundamental changes required to the Council's structure and ways of working in order to address the reductions in funding going forward.

### **MTFF process update**

- 7 The timetable for the budget process was refreshed in February 2014 and the first MTFF sessions with Groups took place during late June to review the detailed budget proposals developed by each group. Progress on the development and delivery of these proposals will be monitored monthly by CMT and the Leader of the Council throughout the remainder of the year.

## Timetable for 2015/16 Budget

8 The broad timetable is as follows:

Process	Timetable
Monthly BTB updates (March 14 to Feb 15)	Monthly
Initial discussion with the Leader	March
Subjective review of non-staffing expenditure	March - June
Analytical review of 2013/14 outturn	April - June
Completion of salary base budget reviews	June
Review of Budgets at Cost Centre level	May - July
CMT discussion on options to address 15/16 gap	April
MTFF Review – 1st Challenge Sessions	June
Initial Draft MTFF Report to Leader	End July
POC Meetings – Context of 2014/15 Budgets	July
MTFF Review – 2 <sup>nd</sup> Challenge Session	Sept/Early October
Second Draft MTFF Report to Leader	November
Joint CMT and Cabinet Awayday	November
Draft Local Government Finance Settlement	December
Draft MTFF reported to Cabinet	December
POC review of draft Group Plans and budget proposals	January
Council Tax setting	February

## Budget Planning in Residents Services

### Summary of Key Financial Issues

- 9 Residents Services (excluding Housing & Education) have identified significant budget savings for 2014/15 totalling £3,028k. At month 2, £1,635k of these savings were reported as banked, £916k on track, £427k still at early stages. One saving of £50k was deemed unlikely to be achieved. Measures are being identified to avoid a budget pressure.
- 10 The 2014/15 efficiency savings include a review of discretionary budgets across the group, plus reviews of Technical Admin & Business Support, ICT, and Fleet Management. In addition further income has been received through the New Homes Bonus grant and income has been increased through the Highways Permit Scheme. Procurement savings will be delivered through robust contract management.
- 11 The 2015/16 MTFF proposals are continuing to develop a number of existing workstreams, and identifying new opportunities for savings and efficiencies emerging from the work undertaken through the Council's now well established HIP and BID processes. Examples of these include widening of Technical Support review, ICT modernisation and a number of restructures following on from a review of the Senior Management team responsibilities. The emphasis continues to be on generating savings through service improvement based on process efficiency, use

of technology and consolidation of provision. This work will be supported by the detailed budget monitoring process, alongside the established and rigorous processes for challenging expenditure and recruitment decisions.

- 12 It is anticipated that there will be limited opportunities for significant further income generation from fee-based services within Residents Services. However, where applicable, the levels of non-residential fees & charges will be kept under review, in the context of usage and capacity levels. The Group will also continue to vigorously pursue any opportunities for additional grant income, where these are aligned to Council objectives.
- 13 Alongside development of further savings, the Group will continue to review all contract related and discretionary spend.

### **Next Steps**

- 14 The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 18 December 2014 and issued for consultation during the remainder of December 2014 and January 2015. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

### **SUGGESTED COMMITTEE ACTIVITY**

The Committee is asked to consider the Budget and comment as appropriate.

### **BACKGROUND PAPERS**

The Council's Budget: General Fund Revenue Budget and Capital Programme 2014/15 – reports to Cabinet 13 February 2014 and Council 20 February 2014.

## FORWARD PLAN

**Contact officer:** Steven Maiden  
**Telephone:** 01895 250692

## REASON FOR ITEM

The Committee is required by its terms of reference to consider the Forward Plan and comment as appropriate to the decision maker on key decisions that relate to services within its remit (before they are taken by Cabinet or Cabinet Member).

## OPTIONS OPEN TO THE COMMITTEE

- To comment on items going to the Cabinet or Cabinet Members for decision.
- Or to note the items and decide not to comment.

## INFORMATION

1. The Forward Plan for the following months has been published. Those items that are within this Committee's remit are shown on the attached version of the Forward Plan. The Committee may wish to consider and comment on these items.
2. Committee Members are requested to send in any questions they have regarding the attached Forward Plan or on any reports going to the next meeting of Cabinet, and to notify any officers that they would like to attend to give advice.

## SUGGESTED COMMITTEE ACTIVITY

- To consider whether there are comments or suggestions that the Committee wishes to make that will aid Cabinet's decision making.

Ref	Decision	Further information	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
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Council Departments: RS = Residents Services CYPs = Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

## > August 2014

### No Cabinet is currently scheduled during August 2014

SI	Interim Cabinet-level decisions	During the intervening summer period where there is no Cabinet meeting scheduled, the Leader of the Council may be granted delegated authority to make a wide variety of key and non-key financial, policy, contractual decisions, which would otherwise be reserved constitutionally to the Cabinet. This will provide for continuity of executive decision-making, if and when required. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. A fuller notice period for any key decisions to be taken will be given, where practicably possible.	Various		Cllr Ray Puddifoot MBE	AD - Democratic Services	Various		Possibly Private (1,2,3)
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### Cabinet Member Decisions - August 2014

SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	AD - Democratic Services	Various		
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### Cabinet meeting - 25 September 2014

014	Byelaws for Parks	Cabinet will be asked to consider recommending to Council the adoption of byelaws for Parks and Open Spaces, to bring the laws up to date and using current terminology.	All	06-Nov-14	Cllr Jonathan Bianco	RS - Paul Richards	Legal Services, Secretary of State		
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	FD - Paul Whaymand			
SI	Reports from Policy Overview & Scrutiny Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		TBC	AD - Democratic Services			
SI	Quarterly Planning Obligations Monitoring report	Regular monitoring report with information about spending on section 106 (developer contribution) monies.	All		Cllr Keith Burrows	RS - Jales Tippell / Vanessa Scott			

Ref	Decision	Further information	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Private decision?
Council Departments: RS = Residents Services CYPSS = Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance <b>Cabinet Member Decisions - September 2014</b>									
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	AD - Democratic Services	Various		
<b>CABINET MEMBER DECISIONS - LIST OF STANDARD ITEMS CONSIDERED EACH MONTH</b>									
SI	New allocation of S106 contributions	To approve allocation of planning obligation funds for use locally.			Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	RS - Nikki Wyatt			
SI	Local Safety Schemes and Parking Revenue Account funded schemes.	To consider petitions received and decide on future action			Cllr Keith Burrows	RS - David Knowles	Traffic Liaison Group		
SI	Pedestrian Crossings	To approve schemes to provide crossing facilities			Cllr Keith Burrows	RS - David Knowles			
SI	Transport - Local Implementation Programme	Local Implementation Programme including schemes for the public realm, parking, road safety, school travel, walking, cycling, air quality improvement and Traffic Regulation Orders.			Cllr Keith Burrows	RS - David Knowles			
SI	Chrysalis Programme of Environmental Improvements	The Cabinet Member(s) will be asked to consider the approval of projects.	Various		Cllr Douglas Mills & Cllr Jonathan Bianco	RS - Helena Webster			
SI	Erection and Renewal of Street Furniture	Following Cabinet's decision on 24th September, final sign-off of any expenditure against this term contract must be made by the Leader of the Council and Cabinet Member for Finance and Business Services.	All		Cllr Ray Puddifoot MBE and Cllr Jonathan Bianco	RS - John Fern			

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# Agenda Item 8

## RESIDENTS' AND ENVIRONMENTAL SERVICES POLICY OVERVIEW COMMITTEE 2014/15

**Contact Officer:** Steven Maiden  
**Telephone:** x0692

### REASON FOR REPORT

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

As agreed at the last meeting of the Committee, the meeting scheduled for 24 September 2014 has been moved to 25 September 2014 and the meeting scheduled for 13 November 2014 has been moved to 20 November 2014. This has been reflected in the Work Programme below and the Members' Diary.

### OPTIONS OPEN TO THE COMMITTEE

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

### WORK PROGRAMME

<b>26 Jun 2014</b>	Major Review 1 – agree potential review topic for first major review
<b>Venue: CR5</b>	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions

<b>30 Jul 2014</b>	Major Review 1 – consideration of scoping report
<b>Venue: CR6</b>	Consideration of Budget Planning Report for Residents Services 2015/16
	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions

<b>25 Sep 2014</b>	Major Review 1 – First witness session
<b>Venue: CR5</b>	Update on the Council's and other bodies' responses to flooding in the Borough
	Update on the investigation into the use of machinery as a more cost effective way of breaking down clay soil at cemeteries
	Report on road safety in areas surrounding schools
	Consideration of Byelaws for Parks
	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions

<b>16 Oct 2014</b>	Major Review 1 – Second witness session
<b>Venue: CR5</b>	Major Review 2 – agree potential review topic for second major review
	Report on the Cleaning of footpaths and bridle ways including: information on a cleaning schedule and fly tipping

	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions
<b>20 Nov 2014</b>	Major Review 1 – consideration of draft final report
	Major Review 2 - consideration of scoping report
<b>Venue: CR5</b>	Annual Safety at Sports Grounds Report
	Report on Fly tipping in the Borough and the use of CCTV as a method of surveillance
	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions
<b>20 Jan 2015</b>	Major Review 2 - First witness session
	Budget Report for consideration
<b>Venue: CR5</b>	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions
<b>25 Feb 2015</b>	Major Review 2 - Second witness session
	Update on the enforcement on Cemetery Regulations
<b>Venue: CR5</b>	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions
<b>25 Mar 2015</b>	Update on implementation of recommendations from past reviews
	Major Review 2 - consideration of draft final report
<b>Venue: CR5</b>	Work Programme – review the annual work programme
	Cabinet Forward Plan – review forthcoming decisions
<b>29 Apr 2015</b>	Consideration of topics for major reviews for the next Municipal Year
	Work Programme – review the annual work programme
<b>Venue: CR4</b>	Cabinet Forward Plan – review forthcoming decisions

**\*All Committee meetings will begin at 5.30 p.m.**