



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

## Councillors on the Committee

Richard Lewis (Chairman)  
Richard Mills (Vice-Chairman)  
Robin Sansarpuri (Labour Lead)  
Wayne Bridges  
Tony Burles  
Nick Denys  
Narinder Garg  
Raymond Graham  
Carol Melvin

**Date:** THURSDAY, 7 JANUARY  
2016

**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

**Published:** 23 December 2015

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This Agenda is available online at:

<http://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=243&MId=2456&Ver=4>

*Putting our residents first*

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
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## **About this Committee**

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Administration and Finance Directorates 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 and comment on budget and service plan proposals for the Administration and Finance Directorates.

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.

To perform the policy overview role outlined above in relation to the following matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Energy use and carbon reduction
17. Health & Safety
18. Any functions not included within the remit of the other Policy Overview Committees
19. Cross-cutting reviews that cover the remit of other Committees

# Agenda

- 1 Apologies for Absence
- 2 Declarations of Interest
- 3 Minutes of Meeting held on 10 November 2015 (**Pages 1-6**)
- 4 Exclusion of Press and Public  
To confirm the items of business marked Part I will be considered in public and that items marked Part II will be considered in private.
- 5 Budget Proposals report for Administration and Finance Groups 2016/17 (**Pages 7-22**)
- 6 Major Review - Rates Retention and the Rating of Heathrow Airport (**Pages 23-28**)
- 7 Corporate Services & Partnerships Policy Overview Committee of Second Review Topic
- 8 Forward Plan (**Pages 29-34**)
- 9 Work Programme (**Pages 35-38**)

## **PART II**

- 10 Part II Minutes - 10 November 2015 (**Pages 39-44**)

## Minutes

**Corporate Services and Partnerships Policy  
Overview Committee  
Tuesday 10 November 2015  
Meeting held at Committee Room 5 - Civic  
Centre, High Street, Uxbridge UB8 1UW**



	<p><b>Members Present:</b> Councillors Richard Lewis (Chairman), Richard Mills (Vice-Chairman), Wayne Bridges, Tony Burles, Nick Denys, Narinder Garg, Judy Kelly, Raymond Graham and Robin Sansarpuri.</p> <p><b>Apology for Absence:</b> Councillor Carol Melvin (Councillor Judy Kelly substituting).</p> <p><b>Officers:</b> Rajesh Alagh (Borough Solicitor), Nancy Le Roux (Deputy Director, Strategic Finance), Robert Smith (Head of Revenues and Benefits), Iain Watters (Financial Planning Manager) and Khalid Ahmed (Democratic Services Manager).</p> <p><b>Witnesses:</b> Mariam Razak (Strategy and Policy Team - Policy Advisor - Valuation Office Agency) and Helen Zammit-Wilson (National Specialists' Unit - Head of the Utilities and Transport Team - Valuation Office Agency).</p>
20.	<p><b>MINUTES OF THE MEETING HELD ON 13 OCTOBER 2015</b></p> <p>Agreed as an accurate record.</p> <p>[The Valuation Office Agency witnesses clarified a couple of points detailed in the Minutes.</p> <p>Appeals received by 31 March 2015 did not have a backdating limit; those received after this date would be limited to 1 April 2015.</p> <p>The Billing Authority did not have the power to alter the local list based on information they possessed. The VOA had the power and any alterations made before 1 April 2016 would not have a backdating limit; alterations made after this date would be limited to 1 April 2015.]</p>
21.	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>It was agreed that all items of business would be considered in public, but that the evidence provided by the Borough Solicitor on Item 5 - Major Review - Rates Retention and the Rating of Heathrow Airport be considered in private.</p>

<p><b>22.</b></p>	<p><b>MAJOR REVIEW 2015/16 - HEATHROW AIRPORT CUMULO RATEABLE VALUE</b></p> <p>For this meeting, Members were provided with a draft scoping report which provided details of the aims and objectives of the review.</p> <p>Helen Zammit-Wilson from the Valuation Office Agency, together with Mariam Razak, attended the meeting to assist Members in their review.</p> <p>The following areas were explored with the witnesses:-</p> <p>The Committee was informed that the present rating system had been created under the Local Government Finance Act 1988. The next revaluation for business rates would take effect from 1 April 2017. Rateable values would be updated by the Valuation Office Agency (VOA) using market rental values at 1 April 2015.</p> <p>The rateable value represented the open market annual rental value of a property at a set point of time. This would mean the rent the property would be let for on the valuation date (1 April 2015 for the 2017 revaluation), if it was being offered on the open market.</p> <p>Reference was made to properties where rents did not exist and where the contractor's basis of valuation was used. This was based on the cost of building a property rather than rent the actual property would attract.</p> <p>There was a statutory decapitalisation rate which had a direct impact on the rateable value, and therefore on the rates bill.</p> <p>Heathrow's cumulo assessment was around £243m and consisted of everything which had not been identified in the individual assessments.</p> <p>The VOA allocated one officer to Heathrow who once a month inspected the whole site with another more senior officer overseeing this work. Members noted that this equated to just 12 days per annum. The VOA representative reported that this was a sufficient resource to enable a thorough monitoring of Heathrow.</p> <p>Members were informed that the VOA looked at what was under the paramount control of Heathrow Airport, together with the terms and conditions of agreements when carrying out their assessments, including what was in the cumulo.</p> <p>The VOA was formally a part of the HMRC, and was governed by the terms of the Commissioners for Revenues and Customs</p>	<p><b>Action By:</b></p>
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	<p>Act 2005 (CRCA). Therefore, there was no legislative gateway for officers to provide any information on the business rates for Heathrow Airport. A comparison was made to the Inland Revenue not being able to release financial confidential information on tax paying individuals.</p> <p>Reference was made to the changes proposed under the Government's Enterprise Bill which may provide a gateway for Billing Authorities to obtain more detailed information on Bill Payers, such as Heathrow Airport.</p> <p>In response to a question regarding how did the Valuation Office Agency know that Heathrow had included everything in the cumulo, Members were informed that the officer assigned to the airport looked through the details of what was under the paramount control of the airport which defined what went into the cumulo.</p> <p>Reference was made to large shopping retailers which were included in the cumulo but that there had been no increase in the business rates paid by Heathrow. It was explained that inclusion of these shops did not have a major impact in terms of the cumulo. It was reiterated that the airport had paramount control of these sites and that the Airport were proactive of telling the VOA of any changes.</p> <p>There was a good partnership between the VOA and Heathrow and an element of trust between the parties. Advanced notice was given of changes in assessments.</p> <p>Reference was made to the large number of developments at Heathrow and that since 2010 the main assessment had only changed 8 times. The VOA witness reported that there had been 9 changes in 6 years. The Committee questioned the validity of this information because of the number of developments which had taken place at Heathrow.</p> <p>A question was asked regarding how the boundaries of a cumulo were set and in response the VOA witness reported that this was set by case law. It centred around the agreement which existed with the occupier and the degree of control of the Bill Payer.</p> <p>The VOA witness asked that the Council make the VOA aware of developments they had planning information on, but Council officers reported that this would be difficult because there was no base information on what was actually in the cumulo, so there could be no comparisons made.</p> <p>In response to a question about the delegation of inspection, the VOA officer reported that the VOA had the statutory duty of inspection but that any request for delegation of this duty would</p>	<p><b>Action By:</b></p>
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	<p>have to be made to Heathrow Airport. The Committee was informed that the VOA could not delegate this responsibility to another party.</p> <p>Discussion took place on the relationship between the VOA and Heathrow's agents, Gerald Eves and the Committee was informed that the VOA had full confidence in the information which was provided by the Agent for the local list. The VOA had a prime duty to compile the local list and if there was any doubt regarding its contents, this would be challenged. A good working relationship existed between the Agents and the VOA.</p> <p>The VOA witness commented that she understood the Council's position with regard to rates retention, but there were limitations in terms of the level of information which the VOA could disclose.</p> <p>A question was asked in relation to whether an audit had taken place on what was in the cumulo, to the actual buildings which were on site and the VOA witness reported that she was not aware if such a thing had taken place. It was reported that could be considered in the future.</p> <p>Every five years valuations were updated which took account of physical changes on site and the local list was updated accordingly.</p> <p>The Chairman thanked the witnesses for the information they had provided for the review and commented that the Council needed greater transparency in relation to Business Rates at Heathrow. With the significant changes to local authority finance under the Localism Act, Hillingdon now had a greater incentive to increase its Business Rates yield. The Council's Central Government Grant funding was diminishing and the Council would be failing in its fiduciary duty if it did not try to maximise its Rates Retention.</p> <p><b>RESOLVED –</b></p> <ol style="list-style-type: none"> <li><b>1. That the information provided be noted and be taken into consideration as part of the review.</b></li> <li><b>2. That the draft scoping report be noted and updated accordingly.</b></li> </ol>	<p><b>Khalid Ahmed</b></p>
<p><b>23.</b></p>	<p><b>CABINET FORWARD PLAN</b></p> <p>Noted.</p>	
<p><b>24.</b></p>	<p><b>WORK PROGRAMME</b></p> <p>Noted.</p>	





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## **Budget Proposals report for Administration and Finance Groups 2016/17**

**Contact Officer:** Gemma McNamara

**Telephone:** 01895 277762

### **REASON FOR ITEM**

To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund revenue budget, Housing Revenue Account budget and Capital Programme for 2016/17, this report sets out the draft revenue budget and Capital Programme of the Administration and Finance Groups for 2016/17, along with indicative projections for the following four years. Following consideration by Cabinet on 17 December 2015, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.

Cabinet will next consider the budget proposals on 18 February 2016, and the report will include comments received from Policy Overview Committees. At the meeting on 18 February 2016 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2016/17, who will meet to agree the budgets and Council Tax for 2016/17 on 25 February 2016.

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

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

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

### **INFORMATION**

#### **Background**

1. The Council continues to operate within the constraints of Government's deficit reduction programme, which has seen a reduction of 56% (£67m) in central government funding since 2010/11 and all indications are that funding will continue to decline. There remains significant uncertainty around funding forecasts for the remainder of the MTFF period, with November's Autumn Statement reaffirming the direction of travel of local government funding.
2. The draft budget presented to Cabinet in December does not include the impact of funding outlined within the recent Spending Review or Provisional Local Government

Part I – Members, Public and Press  
Corporate Services & Partnerships Policy Overview Committee - 7 January 2016

Finance Settlement. However, the expectation is that the overall funding position for the next 4 years may have improved slightly from previous forecasts although the position in 2016/17 could well be worse than assumed because local government savings have been front loaded.

3. In order to provide a firm basis from which to respond to on-going funding reductions, there has been significant work undertaken to review and confirm the baseline position of demand-led service areas, with Looked After Children placements and the new permanent establishment for Children & Young People's Services being two examples. Alongside this work on demand-led budgets, monitoring of progress in the successful delivery of the 2015/16 savings programme has fed into development of the 2016/17 budget to ensure that the Council is not carrying forward issues into the new financial year.
4. Against this baseline position, groups have been developing savings proposals sufficient to meet the externally driven budget gap and respond to increases in cost pressures. In addition to this work across directorates, a comprehensive review of the corporate elements of the budget has been undertaken since February, capturing funding, inflation and capital financing. During the early summer and again in the autumn, a series of challenge sessions were held to affirm the budget position. Each session followed a similar format reviewing:
  - The 2014/15 outturn, particularly any on-going issues arising.
  - The current position in 2015/16 - both monitoring and savings delivery.
  - Existing and emerging pressures which need to be addressed in the 2016/17 budget and forecasts for future years.
  - Progress on the development of savings proposals for 2016/17.
  - Identification of any potential growth or invest-to-save bids.
  - Capital programme requirements.
5. The consultation budget collated the outputs from these sessions, with sufficient savings proposals having been developed to bridge the budget gap in 2016/17 while freezing Council Tax for all residents for an eighth successive year and funding the freeze for older persons into a twelfth year in 2018/19. A surplus of £1,251k is retained at this stage in the budget setting process in order to manage the risk of further reductions in funding once 2016/17 grant awards have been confirmed.

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

6. The consultation on the budget proposals commenced on 18 December 2015 following decisions taken by Cabinet on 17 December 2015.
7. There will be a further consideration by Cabinet of the budget proposals on 18 February 2016, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services and Partnerships Policy Overview

Committee. Council will be requested to approve the Cabinet’s proposals on 25 February 2016, and if approved without further amendment they will be effective immediately.

## Corporate Summary

8. 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.
9. The budget proposals included in this report represent Cabinet’s budget strategy for 2016/17 and beyond. The revenue budget proposals have been developed to deliver a zero increase in Council Tax for 2016/17 whilst maintaining balances and reserves at well above the minimum recommended level. The final funding settlement for 2016/17 will not be available until February and so the budget has therefore been drafted on the latest estimated position.
10. The principal challenge in delivering a balanced budget for 2016/17 is the development of significant savings, with the savings requirement for 2016/17 originally being estimated at £20,276k. This was revised in the wake of the March 2015 Budget to £21,247k, with a planned £4,000k drawdown from balances to smooth the impact of front-loaded funding cuts reducing the outstanding budget gap to £17,247k. Following the reduction in funding cuts for 2016/17 signalled by the July 2015 budget and latest intelligence on core government funding, the budget gap stood at £14,079k.
11. The budget proposals presented to Cabinet in December are analysed below, with a £5,950k projected reduction in Government Grants being off-set by increased Council Tax and Business Rates receipts to reduce the budget requirement by £1,012k. Inflationary pressures and growth in demand continue to drive up the savings requirement, with savings proposals of £12,144k presented in this draft budget sufficient to generate a £1,251k surplus.

**Table 1: Headline Budget Movements**

	£'000
<b>Funding Sources</b>	
Council Tax Receipts	108,654
Retained Business Rate Receipts	47,435
Central Government Grant	46,851
<b>Total Resources</b>	<b>202,940</b>
Budget Requirement 2015/16	203,952
Inflation	3,439
Corporate Items	(1,890)
Contingency	8,862
New Priority Growth	(530)
Savings	(12,144)

<b>Budget Requirement 2016/17</b>	<b>201,689</b>
<b>Surplus / (Deficit)</b>	<b>1,251</b>

12. The development of savings proposals has continued to concentrate on more efficient service delivery methods, the rolling out of the new Council operating model, focusing on core services and by not creating new pressures by providing services that are no longer funded by Central Government. As previously noted, the Council's Business Improvement Delivery Programme is now well established and able to drive the delivery of these savings - evidenced by £8,172k of the £10,034k 2015/16 savings being either already banked or on track in Month 7 monitoring.
13. The draft General Fund Capital Programme for the period 2016/17 – 2020/21 proposes significant capital investment of around £371,725k - containing funding to deliver a new Theatre, museum and bunker visitor centre in Uxbridge, three new Youth Centres, funding for a new playground renewal programme as well as bolstering investment in existing local infrastructure.

## **ADMINISTRATION AND FINANCE GROUP BUDGET PROPOSALS**

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

14. The Administration and Finance Groups have proposed savings totalling £1,934k for 2016/17. The savings are a combination of reviews of staffing structures, service efficiencies and retendering of contracts, therefore ensuring that the level of services provided are not affected. Of the total savings proposals, £574k relate to the full year effect of savings made in 2015/16.
15. A number of the 2016/17 savings relate to restructures within specific service areas and work has been undertaken during 2015/16 to ensure that these savings will provide a full year impact in 2016/17. The outcome of the retendering of the Revenues and Benefits Administration Contract will continue to provide part year savings in 2016/17, with savings in future years up to 2019/20.
16. Administration and Finance Group have consistently provided savings through service efficiencies, including Zero based reviews and will continue to explore ways to improve productivity in order to provide the most effective support to front line services.

### **Group Revenue Budget 2016/17**

17. The movement between the current year's budget and the draft budget for 2016/17 is summarised in Table 2 below. Each of the lines in Table 1 is set out in the following sections and in Appendix A.

Table 2: Group Revenue Budget 2016/17

	Administration £'000	Finance £'000	Total £'000
<b>Operating Budget 2015/16</b>	<b>9,924</b>	<b>14,269</b>	<b>24,193</b>
Inflation	116	211	327
Corporate Items	0	0	0
Contingency	0	0	0
Priority Growth	0	0	0
Savings	-857	-1,077	-1,934
Other Virements	0	50	50
<b>Operating Budget 2016/17</b>	<b>9,183</b>	<b>13,453</b>	<b>22,636</b>

### Development and Risk Contingency

18. The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year but that can be applied to issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year. The current draft Development and Risk Contingency includes items totalling £400k for 2016/17 for the Administration and Finance Groups.

19. This sum, as in previous years, represents a provision of £400k, which is proposed to be provided for the Council's Liability for uninsured claims where the Council has, under its current insurance policy, agreed to fund the excess values which in most cases stand at £100k. The only exception to this relates to Public Liability where the excess stands at £250k.

### Savings

20. Savings proposals, focused on increased efficiency and effectiveness with no reduction in service provision, have been developed through the Council's BID Programme and associated workstreams. The savings have been adjusted to take account of rephrasing of 2015/16 proposals so the Council does not carry forward undeliverable savings in the refreshed MTF. These proposals fall into five broad themes: Zero Based Reviews; Preventing Demand; Service Transformation; Effective Procurement; and Maximising Income.

21. Savings proposals currently developed total £12,144k across the Council for 2016/17 including £2,865k of full year effects of prior year savings. The total savings included in the draft budget for the Administration and Finance Groups total £1,934k and are included in Appendix A.
22. The majority of savings are new proposals for 2016/17 however, there are £574k of savings that are being delivered as the full year effect of savings agreed for the 2015/16 financial year. Within Administration, £34k savings are being delivered as a result of the full year effect of the deletion of the HR Policy and Employment Relations post within Human Services. In Finance, the ongoing savings from the retender of the Revenues and Benefits contracts total £360k, with a further £100k coming from a review of the staffing structure within Revenues and Benefits and £80k for Financial Systems Management.
23. A total of £485k of the £857k total savings within Administration relate to reviews of staffing structures across the services. These reviews look in the first instance, to remove vacant posts from the establishment and absorbing the workload within the existing teams in order to minimise the potential redundancies incurred.
24. A full zero based review of budgets has been undertaken and £83k has been identified from across the Administration Group from a variety of non salaries budgets. In addition, members allowance budgets are proposed to be realigned to reflect current spend levels in light of changes to the pension scheme. In a similar way, the Small grants budget as part of the Voluntary Sector Grants is proposed to be realigned to reflect current commitments.
25. Reviews of staffing structures are proposed across the Finance Group, totalling £595k of the £1,077k total savings proposed, to ensure that teams are robust and efficient to be able to deliver the service requirements to support front line services in the Council.
26. There are savings relating to contract retenders in both Revenues and Benefits for the Housing Benefit and Council tax operations and in Insurance for the externally held Insurance contract, totalling £382k, ensuring that the Council achieves best value for the contracts held. An additional £100k of savings, to be delivered from transformation and zero based reviews, was added late in the cycle for which proposals have yet to be worked up.

## **Fees and Charges**

27. The Council is empowered to seek income from fees and charges to service users across a wide range of activities. Some of these fees and charges are set by the Government or other stakeholders, but many others are set at the discretion of the Council, based on Cabinet's recommendations.
28. Schedules detailing the proposals relating to fees and charges for 2016/17 for Administration and Finance Groups are attached at Appendix B.



## **SUGGESTED COMMITTEE ACTIVITY**

To consider whether there are suggestions or comments the Committee wish to make.

## **BACKGROUND PAPERS**

Medium Term Financial Forecast 2016/17 - 2020/21 – report to Cabinet 17 December 2015

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<b>General Fund - Administration Savings</b>		<b>Net Variation from 2015/16 Budget</b>				
		<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Description</b>	<b>Theme</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>
<b>Full Year Effect of Prior Year Savings</b>						
<i>Restructure of HR Policy &amp; Employment Relations Function</i>	Service Transformation	(34)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>	N/A	0	(857)	(919)	(919)	(919)
<b>Full Year Effect of Prior Year Savings</b>		<b>(34)</b>	<b>(857)</b>	<b>(919)</b>	<b>(919)</b>	<b>(919)</b>
<b><u>New Savings Proposals</u></b>						
<b><u>Further restructuring of management tiers across the group</u></b>						
<i>Further restructuring of management tiers across the group</i>	Service Transformation	(125)				
<b><u>Zero Based Budget Review</u></b>						
<i>Realignment of budgets across the service following a zero based review</i>	Zero Based Review	(83)				
<b><u>Reduction in Members Allowance Budgets</u></b>						
<i>Reduction of Members allowances budgets following changes to pension entitlement</i>	Zero Based Review	(140)				
<b><u>Review of Democratic Services Structure</u></b>						
<i>A review of the structure of the team, along with deleting a vacant officer post.</i>	Service Transformation	(51)				
<b><u>Review of Learning and Development Structure</u></b>						
<i>Removal of one post following the resignation of one member of staff and work distributed across remaining team</i>	Service Transformation	(35)				
<b><u>Review of Health and Safety Structure</u></b>						
<i>Proposed introduction of Health and Safety (H&amp;S) risk management system that will enable the reduction of two posts within the Corporate H&amp;S team. (Previously approved and implemented business case)</i>	Service Transformation	(50)				

<b>General Fund - Administration Savings</b>		<b>Net Variation from 2015/16 Budget</b>				
		<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Description</b>	<b>Theme</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>	<b>£(000s)</b>
<b>Review of staffing structure within Human Resources</b>						
<i>Removal of one vacant post from the structure and two further posts as part of a review of the overall structure of the service</i>	Service Transformation	(101)	(37)			
<b>Section 106 Construction Funding</b>						
<i>The proposal is to use further section 106 funding to support the work of the Partnership's team in coordinating and further developing construction training opportunities</i>	Maximising Income	(24)				
<b>Reduction of Policy and Partnership Structure</b>						
<i>Deletion of one post following a review of support for HIP administration. (Previously approved and implemented business case)</i>	Service Transformation	(39)				
<b>Review of Small Grants budget</b>						
<i>Realignment of small grants budget as part of grants to Voluntary Services, to reflect committed spend.</i>	Zero Based Review	(25)	(25)			
<b>Review of Legal Services Structure</b>						
<i>A review of the Legal Services structure will be undertaken to review staffing levels and skill sets within the team</i>	Service Transformation	(50)				
<b>Further Transformation / Zero-Based Review Savings</b>						
	Service Transformation	(100)				
<b>New Savings Proposals</b>		<b>(823)</b>	<b>(62)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Administration Savings</b>		<b>(857)</b>	<b>(919)</b>	<b>(919)</b>	<b>(919)</b>	<b>(919)</b>

<b>General Fund - Finance Savings</b>		<b>Net Variation from 2015/16 Budget</b>				
		<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
<b>Description</b>	<b>Theme</b>	£(000s)	£(000s)	£(000s)	£(000s)	£(000s)
<b>Full Year Effect of Prior Year Savings</b>						
<i>Revenues &amp; Benefits Contract Saving</i>	Effective Procurement	(360)	(208)	(123)	(58)	0
<i>Review of staffing structures within Revenues &amp; Benefits</i>	Service Transformation	(100)	0	0	0	0
<i>Financial Systems Management</i>	Service Transformation	(80)	0	0	0	0
<i>Cumulative Impact of Existing Savings Proposals</i>	N/A	0	(1,077)	(1,385)	(1,508)	(1,566)
<b>Full Year Effect of Prior Year Savings</b>		<b>(540)</b>	<b>(1,285)</b>	<b>(1,508)</b>	<b>(1,566)</b>	<b>(1,566)</b>
<b>New Savings Proposals</b>						
<b>Removal of Schools Auditor post</b>						
<i>Deletion of a post within Internal Audit and a review of the service budget</i>	Service Transformation	(50)				
<b>Review of staffing structure within Operational Finance</b>						
<i>Review of Staffing Structure within Operational Finance</i>	Service Transformation	(90)	(100)			
<b>Reduction in Insurance premiums following successful tender</b>						
<i>Reduction in Insurance premium costs following successful tender</i>	Effective Procurement	(22)				
<b>Procurement Restructure</b>						
<i>Review of Procurement staffing structure</i>	Service Transformation	(275)				
<b>Further Transformation / Zero-Based Review Savings</b>						
	Service Transformation	(100)				
<b>New Savings Proposals</b>		<b>(537)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Finance Savings</b>		<b>(1,077)</b>	<b>(1,385)</b>	<b>(1,508)</b>	<b>(1,566)</b>	<b>(1,566)</b>

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Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non-Residents £	Increase %	Date of last change to charge	Effective Date
<b>2. Revenues And Benefits</b>										
<b>Court Summons</b>										
Council Tax	R	125.00	125.00	NB	125.00	---	125.00	---	01-Apr-11	
NNDR	R	165.00	165.00	NB	165.00	---	165.00	---	01-Apr-11	
<b>3. Registrar</b>										
<b>Certificates purchased from the Registrar</b>										
Birth, Death and Stillbirth - Standard	M	4.00	4.00	NB	4.00	---	4.00	---	01-Apr-12	
Birth and Stillbirth - Short	M	N/A	N/A	NB	N/A	N/A	N/A	N/A	01-Apr-12	
Birth - Additional Short	M	4.00	4.00	NB	4.00	---	4.00	---	01-Apr-12	
Marriage	M	4.00	4.00	NB	4.00	---	4.00	---	01-Apr-12	
<b>Certificates purchased from Registrar after time of initial registration</b>										
All	M	7.00	7.00	NB	7.00	---	7.00	---	01-Apr-12	
<b>Certificates purchased from the Superintendent</b>										
Birth - Short	M	10.00	10.00	NB	10.00	---	10.00	---	01-Apr-12	
Birth - Standard	M	10.00	10.00	NB	10.00	---	10.00	---	01-Apr-12	
Death and Marriage	M	10.00	10.00	NB	10.00	---	10.00	---	01-Apr-12	
<b>Marriages/Civil Partnerships (Statutory fees)</b>										
Entry of each notice	M	35.00	35.00	NB	35.00	---	35.00	---	01-Apr-12	
Basic ceremony/Schedule in Superintendent's Office	M	45.00	45.00	NB	45.00	---	45.00	---	01-Apr-12	
Registrar's attendance at Registered Building	M	84.00	84.00	NB	84.00	---	84.00	---	01-Apr-12	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non Residents £	Increase %	Date of last change to charge	Effective Date
<b>Marriages/Civil Partnerships (Non - Statutory fees)</b>										
Marriage Fee in four seasons room (Mon-Thurs)	M	158.00	158.00	EXP	158.00	---	158.00	---	01-Jan-15	
Marriage Fee in four seasons room (Fri)	M	173.50	173.50	EXP	190.00	9.51%	190.00	9.51%	01-Jan-15	01-Jan-16
Marriage Fee in four seasons room (Sat)	M	173.50	173.50	EXP	250.00	44.09%	250.00	44.09%	01-Jan-15	01-Jan-16
Marriage Fee in four seasons room (Sun)	M			EXP	400.00	NEW	400.00	NEW		01-Jan-16
Marriage Fee in four seasons room (Out of Hours)	M	350.00	350.00	EXP	350.00	---	350.00	---	01-Jan-15	
Ceremony at approved Premises (Mon - Thurs)	M	350.00	350.00	EXP	375.00	7.14%	375.00	7.14%	01-Jan-15	01-Jan-16
Ceremony at approved Premises (Fri-Sat)	M	450.00	450.00	EXP	450.00	---	450.00	---	01-Jan-15	
Ceremony at approved Premises (Sun)	M	475.00	475.00	EXP	500.00	5.26%	500.00	5.26%	01-Jan-15	01-Jan-16
Ceremony at approved Premises (Out of Hours)	M	750.00	750.00	EXP	750.00	---	750.00	---	01-Jan-15	
<b>Citizenship ceremony</b>										
Citizenship ceremony ( Home Office set Fee )	M	80.00	80.00	NB	80.00	---	80.00	---	01-Apr-11	



Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non Residents £	Increase %	Date of last change to charge	Effective Date
<b>Nationality Checking Service</b>										
Nationality Checking Service - Adults	M	60.00	60.00	STD	60.00	---	60.00	---	01-Apr-11	
Nationality Checking Service - Children	M	30.00	30.00	STD	30.00	---	30.00	---	01-Apr-11	
<b>Electoral</b>										
Registration confirmation letters	R	15.00	15.00	NB	15.00	---	15.00	---	01-Apr-11	
Edited registers	B	30.00	30.00	NB	30.00	---	30.00	---	01-Apr-11	
Credit reference agencies registers	B	500.00	500.00	NB	500.00	---	500.00	---	01-Apr-11	
<b>Settlement Checking Service</b>										
Settlement Checking Service	R	90.00	90.00	NB	90.00	N/A	90.00	N/A	01-Jan-15	
<b>Certificate Priority Service</b>										
1 Hour	M	25.00	25.00	STD	25.00	---	25.00	---	01-Jan-15	
24 Hour	M	10.00	10.00	STD	10.00	---	10.00	---	01-Jan-15	
<b>Renewal of Marriage Vows</b>										
Four Seasons	M	173.50	173.50	STD	173.50	---	173.50	---	01-Apr-11	
Approved Premises	M	262.50	262.50	STD	262.50	---	262.50	---	01-Apr-11	

Type of Fee / Charge	Type	Current Charge Residents £	Current Charge Non-Residents £	Vat Status	Proposed Charge Residents £	Increase %	Proposed Charge Non Residents £	Increase %	Date of last change to charge	Effective Date
<b>Baby naming Ceremonies</b>										
Four Seasons	M	173.50	173.50	STD	173.50	---	173.50	---	01-Apr-11	
<b>Citizenship ceremony</b>										
Individual Citizenship ceremony (cost in addition to statutory charge) - Midweek Charge	M	100.00	100.00	NB	100.00	---	100.00	---	01-Apr-11	
Individual Citizenship ceremony (cost in addition to statutory charge) - Saturday Charge	M	125.00	125.00	NB	125.00	---	125.00	---	01-Apr-11	

# Agenda Item 6

## Corporate Services & Partnerships Policy Overview Committee - Major Review 2015/16 - Rates Retention and the Rating of Heathrow Airport

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

### REASON FOR ITEM

To be provided with further evidence from witnesses for the Committee's major review into Rates Retention and the Rating of Heathrow Airport.

### OPTIONS OPEN TO THE COMMITTEE

- 1. The Committee is asked to consider the information provided to assist Members in their review.**
- 2. Members are asked to make further comment if necessary on the draft scoping report.**

### INFORMATION

1. At the last meeting of the Committee held on 13 October 2015, Members were provided with information from Helen Zammit-Wilson and Mariam Razak from the Valuation Office Agency. Details of the evidence they gave is included in the minutes of the last meeting which is earlier on this agenda.
2. Also at the last meeting, **Raj Alagh, the Borough Solicitor** was in attendance and he provided Members with a briefing on the options available to the Council in relation to obtaining greater transparency regarding Business Rates at Heathrow Airport.
3. For this meeting, the Borough Solicitor will report back to the Committee on discussions which have taken place on the options available to the Council.
4. Also for Members information, the witnesses from the Valuation Office Agency at the Committee's last meeting undertook to consider undertaking an audit of the main Heathrow Airport assessment, to ensure that it was correct. Subsequent to the meeting they have informed the Council that they have now had opportunity to do this, and have confirmed that they have decided that an audit of the assessment is not necessary. The reason which was given for this, is that the officers were confident that the actions taken by VOA staff on their regular inspections of the property when undertaking a review of the assessment, were sufficient to ensure that all areas are correctly accounted for and assessed. Reference was made to maintaining close contact with the ratepayer who provided updates on the changes that occur.
5. Attached to this report as Appendix A is a draft scoping report which provides the Committee with the aims and objectives of the review. Member's comments are requested on this.

### Appendices





## Corporate Services & Partnerships Policy Overview Committee

### Review Scoping Report 2015/16

# Rates Retention and the Rating of Heathrow Airport

## Aim and background to review

The London Borough of Hillingdon is the fifth largest Billing Authority Rating List in London with an overall Rateable Value of almost £800 and with responsibility for the majority of the Heathrow Airport.

The Borough's Rates risk with the Airport is huge. Over £340m RV is contained within just four assessments at the core of the Airport complex, of which the overall "cumulo" assessment is on its own around £243m.

While, under retention, the Borough shoulders responsibility for financial planning for the consequences of change in rating bills of which the main Airport complex represents 42% of the Council's List, there is little independent visibility to the Council of the evidence on the ground.

As a secure facility subject to the usual security restrictions for such premises, the Council has no rights of inspection under current provisions, so all property inspections must be left to the Valuation Office.

From the 1st April 2013, significant changes to local authority finance were implemented under the Government's Localism strategy. Local Authorities

now have more interest in their business rates revenue as they are now able to retain a percentage of these rates. Councils now have a greater incentive to increase yield within the Authority and to understand potential effects within the Billing Authority on rate losses through rate appeals, demolition of properties and material changes which may also affect their business rates.

Agents for the Airport have robustly defended the current assessments, arguing that if the Agent and the Valuation Office are content, then the Authority should accept the current values. Requests to visit the Airport have been made to the Agent but these have been declined.

The aim of the review will be to investigate means of enabling Council officers to analyse fully the rateable value of Heathrow by engaging with the Valuation Office.

In order to achieve this aim the following objectives are proposed:

- To understand the legislative context of the rating system as it applies to Heathrow Airport;
- To look at the role of the Valuation Office
- To consider the options which could be available to the Council in accessing the make-up of the rateable value of Heathrow Airport (cumulo).
- To develop recommendations to Cabinet, where appropriate

### **Recent Developments**

The review would be taking place within the context of the recent Central Government announcement which proposed that the local government sector is to retain all locally raised Business rates by the end of the decade.

## **INFORMATION & ANALYSIS**

It is proposed that this review follows the structure of first setting the context, and investigating the options which are available to the Council.

## WITNESS, EVIDENCE & ASSESSMENT

The table below sets out the possible witnesses that could be invited to present evidence to the Committee. 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>Witness Session and Briefing from Rates Plus</b> <i>(13 October 2015)</i>	Simon Horsington and Roger Messenger from Rates Plus will present their analysis.  Rob Smith (Head of Revenues and Benefits) and Ian Watters (Financial Planning Manager). Members will have the opportunity to agree or propose alternative witnesses.
<b>Legislative context and rights of the Council</b>  <i>(10 November 2015)</i>	Raj Alagh (Borough Solicitor) Helen Zammit-Wilson and Mariam Razak from the Valuation Office Agency
<b>Legal options open to the Council</b>  <i>( 7 January 2016 )</i>	Raj Alagh (Borough Solicitor)
<b>Consideration of Draft Final Report</b>  <i>(2 February 2016)</i>	The draft final report will be presented by Chairman of the Committee.

### Assessment

As is standard practice for a Policy Overview Committee review, once a report's recommendations have been agreed by the Cabinet, officers will be asked to begin delivering the necessary changes. The monitoring of 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 future work programme of the Committee.

### Resource requirements

This review will be undertaken within current resources. The plan set out above will be co-ordinated and delivered by Democratic Services. The additional resource of staff time required to present, collect and format evidence for witness sessions will also need to be considered.





# Agenda Item 8

## **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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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

## Cabinet meeting - 21 January 2016

96	<b>Google for Work: Contract Extension</b>	As the first council in the UK to move to Google Apps and cloud-based working, further work is underway to realise its collaborative potential for significant productivity gains across the organisation, whilst saving money. The original contract with Cloudfreach, a reseller of Google Apps, has the provision for a further two year extension, and Cabinet will be requested to consider this in order for the Council to maintain and grow the use of its primary business applications going forward, e.g. email, calendar, documents, work-flow, cloud storage and video.	N/A		Cllr Jonathan Bianco	FD / RS - Jo Allen / Nick McCarthy		<b>NEW</b>	Private (3)
79	<b>Provision of Temporary Recruitment relating to 'Blue Collar' workers</b>	The existing contract for the provision Temporary Recruitment relating to 'Blue Collar' workers expires in September 2016. Cabinet approval will be sought for the recommendation to appoint the contractor from September 2016 onwards.	N/A		Cllr Scott Seaman-Digby	FD - Daniel Tilbury			Private (3)
82	<b>Manned Guarding, CCTV Monitoring and General Security Contract</b>	Following a competitive tender exercises, Cabinet will consider a contract for security services at its Civic Centre, Olympic House, One Stop Shop and various other premises within the Borough.	All		Cllr Jonathan Bianco	FD - Perry Scott			Private (3)
64	<b>Pest Control Contract</b>	Officers have tendered the Pest Control contract with the assistance of Corporate Procurement. Cabinet will be requested to review the results of the tender and consider awarding a new contract.	All		Cllr Jonathan Bianco	RS - Shabeg Nagra & Jo Smith	Corporate		Private (3)

## Cabinet Member Decisions - January 2016

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 CYPs =Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance									
84	<b>Food Service Plan 2015-2018</b>	The Food Service Plan is a statutory document and sets out local arrangements within Hillingdon to deliver official feed and food law controls which are required by the Food Standards Agency. Members will be asked to approve the Plan.	All		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	RS - Oliver Darius			
73	<b>Supply of CCTV equipment</b>	The Leader and Cabinet Member will consider a tender for the Supply of CCTV equipment to the London Borough of Hillingdon.	Various		Cllr Ray Puddifoot MBE / Cllr Douglas Mills	RS - Ed Shaylor			Private (3)
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	AD - Democratic Services	Various		
<b>Cabinet - 18 February 2016</b>									
90 <sup>N</sup>	<b>Award for the support and maintenance of the council's Storage Area Network (SAN)</b>	This report seeks Cabinet approval to award the contract for the support and maintenance of the councils SAN following an open tender. The contract award will be for three years, with the option to extend for 1+1 years, subject to performance, cost and approval.	N/A		Cllr Jonathan Bianco	RS - Nick McCarthy			Private (3)

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?
61b	<p>The Council's Budget - Medium Term Financial Forecast 2016/17 - 2020/21</p> <p><b>BUDGET &amp; POLICY FRAMEWORK</b></p>	<p>Following consultation, this report will set out the Cabinet's proposals for the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2016/17 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration. Subject to Cabinet's decision, the budget will then be referred to full Council for approval.</p>	All	18 February 2016 or 25 February 2016 (reserve date)	<p>Cllr Ray Puddifoot MBE &amp; Cllr Jonathan Bianco</p>	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers		

Council Departments: RS = Residents Services CYPs =Children and Young People's Services ASCS= Adult Social Care Services AD = Administration FD= Finance

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# Agenda Item 9

## WORK PROGRAMME 2015/16

**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>1 July 2015</b>	<b>CR 5</b>
<b>30 July 2015</b>	<b>CR 3</b>
<b>13 October 2015</b>	<b>CR 5</b>
<b>10 November 2015</b>	<b>CR 5</b>
<b>7 January 2016</b>	<b>CR 5</b>
<b>2 February 2016</b>	<b>CR 5</b>
<b>10 March 2016</b>	<b>CR 6</b>
<b>26 April 2016</b>	<b>CR 5</b>

Corporate Services & Partnerships Policy Overview Committee

**2015/16 DRAFT Work Programme**

<b>Meeting Date</b>	<b>Item</b>
<b>1 July 2015</b>	Corporate Services & Partnerships Policy Overview Committee Possible Review Topics 2014/15
	Business Rates - Information item
	Work programme for 2015/16
	Cabinet Forward Plan
<b>30 July 2015</b>	Budget Planning Report for Administration and Finance Directorates
	Work Programme
	Cabinet Forward Plan
<b>15 September 2015 CANCELLED</b>	Scoping Report for next Major Review and presentation
	Head of Democratic Services - Elections
	Cabinet Forward Plan
	Work Programme
<b>13 October 2015</b>	Major Review - Witness Session
	Cabinet Forward Plan
	Work Programme
<b>10 November 2015</b>	Major Review - Witness Session
	Cabinet Forward Plan
	Work Programme
<b>7 January 2016</b>	Budget Proposals Report for 2016/17
	Major Review - Witness Session
	Corporate Services & Partnerships Policy Overview Committee of Second Review Topic

Corporate Services & Partnerships POC 7 January 2016  
PART I – MEMBERS, PUBLIC & PRESS



	Cabinet Forward Plan
	Work Programme

<b>2 February 2016</b>	Draft Scoping Report and Witness Session for Second Review
	Single Meeting Review - Single Person Discount for Council Tax - Project by Corporate Fraud Investigations Team
	Cabinet Forward Plan
	Work Programme

<b>10 March 2016</b>	Witness Session for Second Review
	Cabinet Forward Plan
	Work Programme

<b>26 April 2016</b>	Cabinet Forward Plan
	Work Programme

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government (Access to Information) Act 1985 as amended.

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