



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

**Date:** THURSDAY, 10 MARCH  
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

## 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  
Henry Higgins

**Published:** 2 March 2016

**Contact:** Khalid Ahmed  
**Tel:** 01895 250833  
**Email:** [kahmed@hillington.gov.uk](mailto:kahmed@hillington.gov.uk)

This Agenda is available online at:  
<http://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CId=243&Year=0>

*Putting our residents first*

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW  
[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

# Useful information for residents and visitors

## Travel and parking

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services. Please enter from the Council's main reception where you will be directed to the Committee Room.

## Accessibility

For accessibility options regarding this agenda please contact Democratic Services. For those hard of hearing an Induction Loop System is available for use in the various meeting rooms.

## Attending, reporting and filming of meetings

For the public part of this meeting, residents and the media are welcomed to attend, and if they wish, report on it, broadcast, record or film proceedings as long as it does not disrupt proceedings. It is recommended to give advance notice to ensure any particular requirements can be met. The Council will provide a seating area for residents/public, an area for the media and high speed WiFi access to all attending. The officer shown on the front of this agenda should be contacted for further information and will be available at the meeting to assist if required. Kindly ensure all mobile or similar devices on silent mode.

Please note that the Council may also record or film this meeting and publish this online.

## Emergency procedures

If there is a FIRE, you will hear a continuous alarm. Please follow the signs to the nearest FIRE EXIT and assemble on the Civic Centre forecourt. Lifts must not be used unless instructed by a Fire Marshal or Security Officer.

In the event of a SECURITY INCIDENT, follow instructions issued via the tannoy, a Fire Marshal or a Security Officer. Those unable to evacuate using the stairs, should make their way to the signed refuge locations.



## **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

## **CHAIRMAN'S ANNOUNCEMENTS**

- 1 Apologies for absence
- 2 Declarations of Interest
- 3 Minutes of the meeting held on 2 February 2016 1 - 4
- 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 Major Review - Consultation with Partners (Public Utilities) on Planning Applications  
**To Follow**
- 6 Procurement in the Council 5 - 8  
To receive a short presentation from the Deputy Director for Development & Assets.
- 7 Forward Plan 9 - 14
- 8 Work Programme 2015/2016 15 - 18

# Agenda Item 3

## Minutes

### Corporate Services and Partnerships Policy Overview Committee



HILLINGDON  
LONDON

Tuesday 2 February 2016

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, Narinder Garg, Raymond Graham, Allan Kaufman and Robin Sansarpuri.</p> <p><b>Apology for Absence:</b> Councillor Nick Denys.</p> <p><b>Officers:</b> Alex Brown (Corporate Fraud Investigation Team), Garry Coote (Corporate Fraud Investigation Manager), Yvonne Penston (Corporate Fraud Investigation Team), Laura Piggott (Corporate Fraud Investigation Team) and Khalid Ahmed (Democratic Services Manager).</p>
35.	<p><b>MINUTES OF THE MEETING HELD ON 7 JANUARY 2016</b></p> <p>Agreed as an accurate record subject to the inclusion of Councillor Tony Eginton in the list of those in attendance.</p>
36.	<p><b>EXCLUSION OF THE PRESS AND PUBLIC</b></p> <p>It was agreed that Agenda Item 10 would be considered in private and the rest of the items of business would be considered in public.</p>
37.	<p><b>SINGLE PERSON DISCOUNT IN RELATION TO COUNCIL TAX</b></p> <p>For this meeting, Members were provided with a presentation from officers from the Corporate Fraud Investigation Team (CFIT) on the Single Person Discount (SPD) project which the team had been working on since January 2015.</p> <p>The Committee was informed that the project was producing positive results in terms of reducing the number of SPD claims and generating additional income to the Authority.</p> <p>Members were informed that the number of SPD claims in Hillingdon was now under 30,000 when previously it had been 31,592. Reference was made to the dedication and persistence of the Team which had resulted in this reduction.</p>

The CFIT was operating 4 main work streams to match internal data sources against SPD claims.

Under the first work stream SPD records were being matched against Hillingdon First cards issued since April 2014. The Committee was informed that the matching exercise established if more than one person was registered for a Hillingdon First card at an address where SPD was being claimed.

Members were informed that this had resulted in over 100 SPD cases having been stopped which had resulted in an overpayment of £62k which would be recovered as additional revenue to the Council.

The second work stream was in relation to 'notices of the intention to marry' submitted to the Registrar's Office. The Committee was informed that couples had to include their current residence on these applications and these details had been matched to SPD claims.

The Committee was informed that records from April 2014 were being checked and to date 55 cases had been identified which had resulted in an overpayment of £47k which would be recovered.

The third work stream involved data matching SPD records with the Electoral register. This had resulted in 247 cases being identified which resulted in an overpayment of £194k for recovery. Members were informed that on some occasions parents of children who had reached the age of 18 had mistakenly not informed the Council of these changes which would have meant they would be no longer entitled to receive SPD.

Reference was made to the significant data matching exercise which had taken place with the credit reference agency, Experian. Members were informed that this exercise matched all the Council's SPD claims with credit reference information which was establishing the genuineness of SPD applications. To date with this 72 SPD cases had been stopped, which had resulted in a saving of £62,000.

A general discussion took place on the successes of the Team and Members noted that the project on SPD was publicised through Hillingdon People to help with the prevention of fraud.

Reference was made to further work which was being carried out in relation to SPD around school admission applications which was checking residents' details.

	<p><b>RESOLVED –</b></p> <p><b>1. That the Corporate Fraud and Investigations Team be congratulated on the work they were carrying out in relation to the detection of fraud on SPD.</b></p>	
<p><b>38.</b></p>	<p><b>CONSULTATION WITH PARTNERS (PUBLIC UTILITIES) IN RELATION TO PLANNING APPLICATIONS.</b></p> <p>The Committee was informed that for the next meeting Members would receive a presentation on a possible review on the consultation which takes place with public utilities on major planning applications</p> <p>This to include the likes of BT for telephone and broadband lines, SSE for electrical capacity, gas companies for gas mains, Thames Water for sewerage and drainage and Affinity Water for fresh water mains.</p> <p>The information reported was noted.</p>	
<p><b>39.</b></p>	<p><b>DRAFT BUDGET PROPOSALS 2016-17 - COMMENTS FROM POLICY OVERVIEW COMMITTEES</b></p> <p>The Committee was informed that as part of the Constitution (Budget and Policy Framework Procedure), Policy Overview Committees had a role to review the Cabinet's draft budget proposals, which had been set out at Cabinet on 17 December 2015.</p> <p>At each Policy Overview Committee in January, consideration had been given to reports which provided details of draft budget proposals relating to the remit of each Policy Overview Committee.</p> <p>The Committee noted the comments of all Policy Overview Committee's and asked that Corporate Services &amp; Partnerships Policy Overview Committee's comments be amended to read:</p> <p>"The Committee noted the budget projections contained in the report and praised officers for the work which had been carried out in preparing a draft budget which was providing better value for money for the Council, and for residents of the Borough, whilst not impacting on front line services to residents.</p> <p>In addition, the Committee was impressed at the work carried out by officers in making savings in re-tendered contracts, such as the Revenues and Benefits Administration contract, and generally more effective procurement. Particular mention was made of Teams within the Council who had vacant posts</p>	





# Agenda Item 6

## Procurement/Category Management Overview

Contact Officer: Perry Scott  
Telephone: 01895 277240

### REASON FOR ITEM

For this meeting, Members will be provided with a presentation from the Deputy Director of Residents Services, Development & Assets. At the last meeting of the Committee during consideration of draft budget proposals, Members expressed an interest of hearing about the changes in the Council's Procurement practices which has resulted in savings to the Council.

### OPTIONS OPEN TO THE COMMITTEE

1. Members to consider the information contained in the report
2. To receive a presentation

### Background and Current Position

1. Following the successful merging of the corporate procurement and commissioning functions in November/December 2013 a number of performance improvements have been achieved including:
  - The successful introduction of a category management approach
  - Improved contract visibility
  - Year on year savings from existing and new contracts
  - Greater ownership and focus of contract and supplier management
  - Ensuring value for money within a structured work plan to deliver savings and projects within faster timescales
  - Improved process and efficiencies by streamlining activity and management within category support and e-Procurement
  - The successful alignment of the team to Council service areas
2. Further minor staffing realignments have taken place over the last two years to ensure adequate procurement support across the directorates. Any alterations made to the team structure were consistent with what was originally agreed in 2013.
3. Whilst there is a category management team in place at LB Hillingdon, the existing category teams undertake a mix of work which can mean that more costly professional resource can be tied up in low value, straightforward procurements that could be undertaken efficiently by other staff.
4. There is now a developing requirement to deliver more complex, strategic or cross-cutting projects including the remodelling of a large number of existing contracts and service delivery models. It was agreed that there needed to be a clearer differentiation between the procurement support requirements of the more complex projects and the support requirements for more straightforward procurements.

Corporate Services & Partnerships Policy Overview Committee – 10 March 2016  
Part I – Members, Public and Press

5. In order to deliver this new approach and to achieve a number of additional operational improvements a restructuring exercise has been undertaken. The exercise is currently in the consultation phase with staff and is expected to be concluded by the end of March with implementation commencing in April/May 2016.

### **Proposed New Category Management Structure**

6. It is proposed to provide a dedicated high quality category management team with the capacity to manage in excess of 100 large corporate and cross-cutting procurement projects identified through the MTFF or BID at any given time.
7. An expanded e-Procurement team will take on the lower value more routine procurements for the Council. This team will utilise new software system (Bravo) to manage the Council's quotes and tender process; ensuring compliance and competitiveness on all low value procurement.
8. This improved differentiation of procurement work will allow the professional resource to concentrate on the more complex strategic projects within the MTFF and BID. It will also mean that more straightforward lower value procurements are undertaken by other staff using Bravo. The proposed structure will therefore deliver efficiencies and cost savings as well as providing a higher level of support to key procurements.
9. The proposed new structure and approach to procurement will deliver a series of improvements including:
  - Raising the Council's category management profile
  - Realigning category management plans to directorate requirements and bringing together related work areas from different directorates
  - A dedicated team able to focus solely on the Council's top 100 projects
  - The new e-procurement team will be able to drive further compliance across the Council
  - Increasing and developing strategic supplier relationships
  - Ensuring we have higher calibre category managers with a greater commercial focus
  - A streamlined, flexible and transparent procurement function

### **Category Management Overview**

10. The Council has implemented a Category Management methodology to procurement which brings together expertise from across the Council to identify the most appropriate and effective approach to deliver the Council's services/outcomes through sourcing and supply arrangements.
11. This is the strategic 'end to end' process whereby capability is fully aligned to the Council's goals and customer requirements. The fulfilment of these goals is supported by processes that deliver value, service and innovation over the life of the product or service.
12. The category planning process provides essential inputs to both strategic sourcing and supplier relationship management and generates a strategic category plan.

Corporate Services & Partnerships Policy Overview Committee – 10 March 2016  
Part I – Members, Public and Press

13. A category plan is a category manager's supply market analysis and action plan for the medium to long term i.e. 6 - 36 months. The category plan follows a systematic approach to planning the way forward on major areas of spend.

Each category plan should:

- Challenge the existing supply structure
- Address demand management opportunities e.g. do we need to buy this product/service?
- Provide total cost management information
- Structure an approach to supplier relationship management
- Drive continuous improvement

### **Current Activity**

14. There are currently two areas of focus:
1. Ensuring that the Council has a clear plan of activity when the new structure is implemented which will incorporate:
    - a. A category portfolio document which will provide top level details of all strategic activity for the next 12 - 18 months
    - b. A benefits tracker which is being redesigned to ensure the individual activities are on track, to manage risk, and to capture savings achieved.
    - c. A single procurement platform, Bravo, which makes it easy for suppliers to do business with LBH, and drives the development of the contract database which reduces risk of non compliant procurement activity and enhances our ability to manage the performance of suppliers.
  2. Introducing strategic category initiatives to develop and implement innovative solutions that will deliver cost, efficiency, and quality improvements.

This page is intentionally left blank

# Agenda Item 7

## **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.

This page is intentionally left blank

# Upcoming

## Decisions Further details

Ward(s)

Ref	Decisions	Further details	Ward(s)	Member(s) Responsible	Contact for further information
<b>Cabinet - 17 March 2016</b>					
79	Provision of Temporary Recruitment relating to 'Blue Collar' workers	The existing contract for the provision of 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
107	Housing Zones	Cabinet will receive a report in relation to Housing Zones in the Borough.	TBC	Cllr Ray Puddifoot MBE, Cllr Keith Burrows & Cllr	RS - Chris Mansfield
81	Flood Risk Management Strategy	Following consultation on a draft agreed by the Cabinet Member, Cabinet will receive the Flood Risk Management Strategy for the Council for approval, setting out how Hillingdon and other Floor Risk Management	All	Cllr Jonathan Bianco	RS - Vicky Boorman

SI = Standard Item each month

38b	<b>Local Plan - Part 2 POLICY FRAMEWORK</b>	Following consultation on additional amendments to the Local Plan - Part 2: Draft Development Management Policies, Sites Allocation and Designations and the Policies Map, Cabinet will consider the responses before the Local Plan is submitted to	All	Cllr Keith Burrows	RS - James Gleave
SI	<b>Quarterly Planning Obligations Monitoring report</b>	Regular monitoring report with information about spending on section 106 (developer contribution) monies.	All	Cllr Keith Burrows	RS - Nicola Wyatt
SI	<b>School Capital Programme Update</b>	This report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme in order to upgrade facilities and keep on track to deliver sufficient places for children educated in the Borough.	Various	Cllr David Simmonds CBE & Cllr Jonathan Bianco	RS - Jean Palmer OBE / Bobby Finch
SI	<b>Voluntary Sector Leases Report</b>	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All	Cllr Jonathan Bianco	RS - Michael Patterson / Michele Wilcox
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All	Cllr Jonathan Bianco	FD - Paul Whaymand



SI	<b>Reports from Policy Overview &amp; Scrutiny Committees</b>	This month, Cabinet will receive a report from the Social Services, Housing and Public Health Policy Overview Committee on raising	All	Cllr Philip Corthorne	AD - Charles Francis
SI	<b>Academy Conversions</b>	A standard report to Cabinet to seek approval for the Council granting of long leases to schools who wish to convert to Academy Status.	Various	Cllr Jonathan Bianco	RS - Michael Patterson
<b>Cabinet Member Decisions - March 2016</b>					
94	<b>CCTV maintenance tender</b>	Cabinet Members will consider a tender for provision of maintenance to public space CCTV.	Various	Cllr Ray Puddifoot MBE / Cllr Douglas Mills	RS - Nigel Dicker
98	<b>Framework Agreement for Hire of Mobile Elevating Work Platforms Vehicles</b>	Cabinet Members will be asked to award a tender to up to 3 suppliers onto a Framework Agreement for hire of Mobile Elevating Work Platform vehicles.	Various	Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	FD / RS - Mahomed Ladha / Richard Burnham
90	<b>Award for the support and maintenance of the council's Storage Area Network (SAN)</b>	This report seeks Cabinet Member to consider contractual arrangements for the support and maintenance of the council's SAN.	N/A	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	RS - Nick McCarthy

91	<b>Tender: Hay Cutting and Hedge Trimming</b>	Cabinet approval will be sought to award a contract to carry out Hay Cutting and Baling including Hedge Trimming within Borough.	Various	Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	RS - Adrian Batten
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
<b>Cabinet - 21 April 2016</b>					
76	<b>Budget Management Software</b>	Cabinet will be requested to procure a budget management tool for budget holders, streamlining the regularly reporting process.	N/A	Cllr Jonathan Bianco	FD - Nancy Le Roux
101	<b>Grounds Equipment Maintenance Contract</b>	Cabinet approval will be requested in order to award the Grounds Equipment Maintenance tender within Green Spaces.	All	Cllr Jonathan Bianco	FD / RS - Mahomed Ladha / Robert Cox

# Agenda Item 8

## 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*

Meetings	Room
1 July 2015	CR 5
30 July 2015	CR 3
13 October 2015	CR 5
10 November 2015	CR 5
7 January 2016	CR 5
2 February 2016	CR 5
10 March 2016	CR 6
26 April 2016	CR 5

Corporate Services & Partnerships POC 10 March 2016

PART I – MEMBERS, PUBLIC & PRESS

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>	Draftt Budget Proposals Report for 2016/17
	Major Review - Witness Session

Corporate Services & Partnerships POC 10 March 2016

PART I – MEMBERS, PUBLIC & PRESS

	Corporate Services & Partnerships Policy Overview Committee of Second Review Topic
	Cabinet Forward Plan
	Work Programme

<b>2 February 2016</b>	Single Meeting Review - Single Person Discount for Council Tax - Project by Corporate Fraud Investigations Team
	Comments from Policy Overview Committees on Draft Budget Proposals
	Cabinet Forward Plan
	Work Programme

<b>10 March 2016</b>	Presentation on Procurement in the Council
	Second Review - Consultation with partners on Planning Applications
	Cabinet Forward Plan
	Work Programme

<b>26 April 2016</b>	Heathrow Business Rates - Update
	Cabinet Forward Plan
	Work Programme

Corporate Services & Partnerships POC 10 March 2016

PART I – MEMBERS, PUBLIC & PRESS

This page is intentionally left blank