HILLINGDON
LONDON

A

Corporate Services and Partnerships Policy Overview Committee

Date:	**THURSDAY, 2 FEBRUARY 2017**
Time:	**7.30 PM**
Venue:	**COMMITTEE ROOM 4 - 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

Scott Seaman-Digby, Chairman of the Corporate Services & Partnerships Policy Overview Committee (Chairman)

Richard Mills, Sports Champion (Vice-Chairman)

Tony Burles

Wayne Bridges, Chairman of the Social Services, Housing & Public Health Policy Overview Committee

Duncan Flynn

Narinder Garg

Raymond Graham

Henry Higgins, Chairman of Executive Scrutiny Committee

Robin Sansarpuri

Published: Wednesday, 25 January 2017

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Putting our residents first

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
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www.hillingdon.gov.uk

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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

CHAIRMAN'S ANNOUNCEMENTS

Minutes

**CORPORATE SERVICES AND PARTNERSHIPS
POLICY OVERVIEW COMMITTEE**

5 January 2017

**Meeting held at Committee Room 4 - Civic Centre,
High Street, Uxbridge UB8 1UW**

HILLINGDON
LONDON

	Committee Members Present: Councillors Scott Seaman-Digby (Chairman) Richard Mills (Vice-Chairman) Tony Burles Wayne Bridges Duncan Flynn Narinder Garg Raymond Graham Henry Higgins Robin Sansarpuri **LBH Officers Present**: Andy Evans, Senior Service Manager Residents Services Chris Mayo, Capital Accountant Mike Talbot, Workforce and Organisational Development Manager Luke Taylor, Democratic Services Officer **Also Present**: Cllr Jazz Dhillon	
26.	**APOLOGIES FOR ABSENCE** *(Agenda Item 1)* There were no apologies for absence.	**Action by**
27.	**DECLARATIONS OF INTEREST** *(Agenda Item 2)* There were no declarations of interest.	**Action by**
28.	**MINUTES OF THE MEETING HELD ON 29 NOVEMBER 2016** *(Agenda Item 3)* The minutes of the meeting held on 29 November 2016 were agreed.	**Action by**
29.	**EXCLUSION OF PRESS AND PUBLIC** *(Agenda Item 4)* It was agreed that all items of business would be considered in public.	**Action by**
30.	**HR RECRUITMENT PROCESS** *(Agenda Item 5)* Following the witness session held on 29 November 2016, the Council's Workforce and Organisational Development Manager attended the meeting to continue the review into HR and Recruitment. The Committee heard that the focus of the meeting would be on	**Action by**

sustaining competitiveness, creating talent pools, and ensuring selection of high-calibre candidates, followed by a number of recommendations, which would help the Council to remain a successful public sector employer.

Sustaining Competitiveness

The Workforce and Organisational Development Manager confirmed that working on an employer brand was vital to help achieve this, but the Council also had to compete with private sector employers, and to do this there should be a focus on the "Total Reward" package, which is not just salary, but also includes pensions and other benefits, such as generous holiday leave.

It was also important for the Council to improve their jobs website, to ensure it is 'magnetic' and keeps viewers' attention. The site does require a full review to ensure it has high impact and engages those who visit the site.

It is also important for managers to have succession plans in place. This is an important part of strategic workforce planning and should be captured to prevent good employees leaving, and also, where possible, allow the Council to interview internal candidates before going external, which has a higher financial and time cost.

The Committee also heard that the Council are now starting to see hits on their pages of the '*Glassdoor*' online site from those who have left the organisation. A member of the HR team will now manage the account, and this will help analyse areas where the organisation could improve recruitment or staff retention, helping to reduce this selection failure rate, and save the Council time and money when recruiting. Members agreed this was important as HR is changing, and modernising the way the Council analyses recruitment was vital to keep up with competitors.

Talent Pool

The Council "talent pools" would need to be established, and an alumni network would help this, as well as an increased profile on social media.

The new apprentice scheme would also be considered as a talent pool, and the Committee agreed it would be helpful if the apprentices could be encouraged to be involved in social media.

Members asked about encouraging local people to apply for positions, and the Workforce and Organisational Development Manager informed them that the Council were advertising locally in libraries and schools, as well as targeting apprentices from local schools via careers' management teams.

Ensuring Selection of High-Calibre Candidates

It was agreed that the interview process needed to be modernised to

ensure selection of top candidates and prevent hiring unsuitable candidates. To do this, it was important to make the interview process interesting, and Councillors agreed it was important to look at different ways to make more senior hires. One possible idea was to ask senior role candidates do a "day on the job" as part of the interview, something that Social Services' directors have previously been asked to do.

Cultural fit and shared values between candidates and the Council were also essential to good recruitment. If there is a difference in culture, it is harder to retain staff, so this must be taken into account when recruiting. The Committee questioned whether there was a difference in culture with candidates who hadn't worked in the public sector before, and heard that it was important to be open and honest at interviews to attract these candidates.

It was also helpful to have a commercial mindset which may be more recognisable with private sector candidates' thinking, but the Council has different values from other local authorities that may help recruitment when up against competitors in the public sector.

Members also suggested that staff retention and the view of current staff members should be analysed. The Committee heard that currently staff surveys were used to understand the views of staff, but more could be done in this area. It was agreed that an item on staff retention and the benefit package that staff receive be added to the work programme for the future.

The recommendations in the report were agreed, and would be incorporated into the final report, which will be brought to the next meeting of the Committee.

- **RESOLVED: That the report be noted and the final report be considered at the next meeting of the Corporate Services and Partnerships Policy Overview Committee.**

| 31. | **2017/18 BUDGET PROPOSALS REPORT FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES AND PARTNERSHIPS POLICY OVERVIEW COMMITTEE** *(Agenda Item 6)* | **Action by** |

The Deputy Director of Corporate Finance and Head of Operational Finance, and Finance Business Partner in Operational Finance were in attendance and introduced the report to Members.

The Committee heard that the Council continues to operate within the constraints of the Government's deficit reduction programme, and the revenue budget proposals were developed to deliver a zero increase in Council Tax for 2017/18.

The Deputy Director of Corporate Finance and Head of Operational Finance confirmed that within the zero based budgeting exercises, services were challenged to justify current levels of budgetary provision on the basis of actual spend, and if this could not be done, the difference would be taken as a saving.

	After questioning, Members were informed that the increase in both council tax and business rates revenue principally came as a result of an increase in the number of properties, and therefore residents, paying council tax and an increase in local business respectively. – **RESOLVED: That the budget proposals report for services within the remit of Corporate Services and Partnerships Policy Overview Committee be noted.**	
32.	**FORWARD PLAN** *(Agenda Item 7)* **RESOLVED: That the Forward Plan was noted.**	**Action by**
33.	**WORK PROGRAMME 2016/2017** *(Agenda Item 8)* It was confirmed that the next meeting will take place on 2 February 2017, and at this meeting, the final report of the Major Review would be considered. Members also discussed the upward revaluation in business rates at Heathrow Airport that has been confirmed for April, and noted that the impact of this could be reported to the Committee at the meeting in June or July.	**Action by**
	The meeting, which commenced at 7.30 pm, closed at 8.15 pm.	

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

Draft Budget Proposals 2017/18 – Comments from Policy Overview Committees

Contact Officer: Luke Taylor
Telephone: 01895 250 693

REASON FOR ITEM

To consider the full set of Policy Overview Committee comments on Cabinet's draft budget proposals, their overall implications and to submit those comments to Cabinet.

OPTIONS OPEN TO THE COMMITTEE

That the Committee:

1. **Consider the comments from the other Policy Overview Committees;**
2. **Seek clarification where necessary and;**
3. **Submit an agreed set of comments to forward to the Cabinet for it to consider alongside this Policy Overview Committee's budget proposals.**

INFORMATION

As part of the Constitution (Budget and Policy Framework Procedure), Policy Overview Committees have a role to review the Cabinet's draft budget proposals, which were set out at Cabinet on 15 December 2016.

At each Policy Overview Committee in January, consideration was given to reports which provided details of draft budget proposals relating to the remit of each Policy Overview Committee.

For Members information the full extract of the minute relating to the draft budget proposals for each Policy Overview Committee is attached as Appendix A.

The Policy Overview Committee comments are set out as below:

<u>**Children, Young People and Learning POC –13 January 2016 (Children, Young People and Learning Services)**</u>

"Members had received emails from residents concerned about the proposed savings for Children's Centres and whether this would mean service reduction. The proposals were still under consultation and all residents were encouraged to put forward their views.

It was moved and seconded that the Committee's support of the budget proposals be noted and recommended to Cabinet. Having been put to a vote, this was agreed.

Mr Anthony Little wished it to be noted that he had abstained from voting.

The Labour Members wished the following statement to be recorded:

PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 2 February 2017

"The Labour Group on the CYP&L POC does not support the budget for 2017/18 as presented at the POC on 11 January 2017. We believe that the cuts to the budget, including those affecting Children's Centres in Hillingdon, will mean a reduction in services, activities and programmes which these Centres now offer. We further believe that the CYP&L POC has been presented with no evidence to confirm that the cuts will not result in a diminution of the excellent support which these Centres now offer to some of our youngest and most vulnerable residents as well as evidence to confirm that the other 'savings' will not mean a dilution of some vital services"."

Residents' & Environmental Services POC – 24 January 2017 (Residents Services)

"The Labour Group acknowledged the savings which were having to take place across Residents Services, but expressed some reservations on the impact of stream-lining management structures, with subsequent loss of posts, and the impact this would have on the remaining staff within the directorate

Overall, the Committee noted the budget proposals and the continuing budgetary pressures for the Council, but expressed their appreciation at the work which had been carried out by officers, which was not impacting on services to residents. In addition thanks was given to the work carried out by officers and Cabinet Members in producing the budget".

Social Services, Housing & Public Health POC – 18 January 2017 (Adult Social Care, Housing & Public Health)

"The Committee noted the budget proposals and the continuing budgetary pressures, particularly in social care. Officers were thanked for their work in social care, the financial pressures, and for providing first class services to residents.

The Committee welcomed the continuing success of the Right to Buy Scheme and the use of the proceeds to support the construction or purchasing of 335 new properties.

The Committee also welcomed the merging of Adult and Children's Social Care Teams which would improve efficiencies".

Corporate Services & Partnerships POC – 7 January 2016 (Finance and Administration)

"Members questioned how an increase in both council tax and business rates revenue was received, as neither council tax nor business rates had been increased over the past year. The Committee was informed that the increases came as a result of an increase in the number of properties, and therefore residents, paying council tax and an increase in local business respectively".

BACKGROUND DOCUMENTS

Appendix A - Relevant minute extracts from the individual POC meetings.

Children, Young People and Learning POC – 11 January 2017 (Children, Young People and Learning Services)

The Committee considered a report on the draft revenue budget and capital programme of the Children, Young People and Learning Services for 2017/18, along with indicative projections for the following four years. The proposals had been considered by Cabinet on 15 December 2015 and were under consultation. The Cabinet would consider the budget proposals again on 16 February 2017 and the report would include comments from the Policy Overview Committees. Following that meeting of Cabinet, full Council would meet on 23 February 2017 to agree the budgets and Council Tax for 2017/18.

Members were reminded that the report set out the headline draft proposals, which were under consultation. Where savings to existing services were proposed, alternative service delivery models would be worked up and impact assessed before Council confirmed the budget.

It was reported that:

• The Council had entered into a multi-year settlement which would require the Council to find savings of at least £15million per year. However, the Council still received a number of external grants, which could be reduced and therefore could have an even further impact on the budget. The consultation was on a tough financial settlement with significant challenges.

• The majority of the senior management team for Children's Services had been appointed.

• Recruitment of social workers was still a significant national challenge, although there had been successful recruitment campaigns in South Africa with a plan to change focus to Canada. The cost of agency staff continued to increase and direct recruitment would produce savings.

• The Council had improved its predictions for the number of children coming into the system. Numbers has stabilised and reduced slightly.

• There were approximately 100 unaccompanied asylum seeking children in the Borough and these numbers were increasing slightly. Hillingdon had taken children from Calais. London was above the government's National Transfer Agreement cap and should not take any more children, but in practice this was not happening.

• The Council was looking at recruiting in-house foster carers which cost around half the cost of using agency carers.

• The pupil population had gone up by around 850. One primary school was seeking to convert to an academy. The Borough had a healthy mix of school types with some more successful than others.

• The Council would be implementing the government's increased early years' childcare of 30 hours per week and had been allocated £3 million to support this.

• The national funding formula was being introduced in April 2018. Some schools stood to lose significant funding, although overall it appeared that Hillingdon would benefit.

PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 2 February 2017

- The Council had received further information that day on School Improvement Grants. The Council was currently consulting schools on a number of proposals within a very short timescale on the cessation of the Education Services Grant (ESG).

- From 1 September 2017, the ESG would cease. The Council currently received in excess of £2.5 million. The finance model was complex and would have an impact on Council and school funding.

- An area review of adult learning and further education colleges was taking place. The main focus was on Further Education Colleges, where a number of colleges would be taken over and supported by other colleges.

- A review of the Adult and Community Learning Fees identified that Hillingdon's charge rate was significantly below the benchmark and that there was a proposal to increase them from the start of the 2017/18 academic year to bring Hillingdon into line with other LAs.

- There were three areas of risk and contingency: £1.6 million for asylum seekers; £5.2 million for Looked After Children; and £277K for agency staff.

- There was nothing specifically for Children and Social Care in the capital programme. However, the Council remained committed to significant school expansion and £89 million would be spent on this over the period of the capital programme, of which the Council would receive £26 million in grant funding, with the remainder having to be funded by taxpayers.

- The free school agenda could be very positive for the Council, as the Council would not be required to fund the school building costs.

The following points were made by Members during discussion:

- Members had received emails from residents concerned about the proposed savings for Children's Centres and whether this would mean service reduction.

- The proposals were still under consultation and all residents were encouraged to put forward their views.

It was moved and seconded that the Committee's support of the budget proposals be noted and recommended to Cabinet. Having been put to a vote, this was agreed.

Mr Anthony Little wished it to be noted that he had abstained from voting.

The Labour Members wished the following statement to be recorded:

"The Labour Group on the CYP&L POC does not support the budget for 2017/18 as presented at the POC on 11 January 2017. We believe that the cuts to the budget, including those affecting Children's Centres in Hillingdon, will mean a reduction in services, activities and programmes which these Centres now offer. We further believe that the CYP&L POC has been presented with no evidence to confirm that the cuts will not result in a diminution of the excellent support which these Centres now offer to some of our youngest and most vulnerable residents as well as evidence to confirm that the other 'savings' will not mean a dilution of some vital services".

PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 2 February 2017

Residents' & Environmental Services POC – 24 January 2017 (Residents Services)

The Operational Finance Manager introduced the report.

The Committee was informed that Budget proposals had been developed to support a ninth successive Council Tax Freeze for all residents and an eleventh year for over 65s, whilst avoiding implementation of the Social Care precept and maintaining frontline services.

This represented a significant achievement in light of continuing cuts to government funding for local government, estimated at 17% in 2017/18 alone, alongside a growing population, driving an ever increasing demand for locally provided services.

The Committee was informed that savings had been developed under five broad themes, which focused on maintaining the existing service offer: These were Zero-Based Reviews; Preventing Demand; Service Transformation; Effective Procurement; and Maximising Income.

The Committee was informed that the draft budget report did not include the impact of the recent Local Government Provisional Settlement, which would be addressed in the budget report to February Cabinet.

Corporate Position

Members were informed that the principal challenge in delivering a balanced budget for 2017/18 was the development of significant savings, with the savings requirement for 2016/17 originally being estimated at £18,464k.

The budget proposals presented to Cabinet in December showed a £11,314k projected reduction in Government funding which would be off-set by increased Council Tax and Business Rates receipts of £4,638k which would reduce the net reduction in resources to £6,162k.

Reference was made to inflationary pressures and growth in demand, which continued to drive up the savings requirement. There were savings proposals of £14,388k presented in this draft budget.

Savings

Savings proposals currently developed totalled £14,388k across the Council for 2017/18, which included £1,669k of full year effects of prior year savings.

Members were informed that the total savings included in the draft budget for Residents Services/Group totalled £4,094k and covered the following areas.

Residents

Transformation - £1,997k

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Corporate Services and Partnerships Policy Overview Committee - 2 February 2017

Zero Based Reviews - £1,615k
Effective procurement - £95k
Income generation - £387k

Fees & Charges

In relation to Fees and charges, the Council continued to benchmark fees & charges against neighbouring boroughs with charges being set at a maximum of 90% of the relevant benchmark. Details of proposed amendments included:

Highways / Crossovers & Skip Licensing
Golf Courses
Bereavement Services
Riding Establishments

Capital Programme

Members were provided with the key items contained within the draft capital programme:

Highways Structural Works **-** an additional £2,000k growth was included within this draft capital programme to support up to £3,000k investment in local highways infrastructure during 2017/18, with a further £1,000k per annum thereafter.

Battle of Britain Heritage Project - The budget reflected the latest total project cost, which including prior years, would be £5,987k.

Bessingby Football and Boxing Clubhouse - latest cost estimates for the planned development had resulted in project funding being increased by £420k to £1,370k which included prior years in this draft capital programme.

Environmental & Cultural Projects - growth of £600k was included to replenish the £1,000k fund for investment in a range of Environmental & Cultural projects within the Borough during 2017/18.

Ruislip Lido Railway Society Workshop - Replacement of the Society's workshop as the existing one had deteriorated. A new building would also be able to house a greater number of locomotives. Works had been costed at around £360k.

Uniter Building - This facility was located on the former site of RAF Uxbridge adjacent to the Battle of Britain Bunker and it was proposed to develop a stable and secure storage facility for the Borough's various collections of historical artefacts. Refurbishment and the addition of services and shelving storage had been estimated at £400k.

Harlington Road Depot Resurfacing - It was proposed to resurface the waste yard at Harlington Road Depot at an estimated cost of £200k.

Reference was made to the summary of key financial issues and the statement that the opportunity was being questioned the needs for services and examining alternative methods of service delivery. Officers said that clarification on this would be sought and communicated to Members.

Having considered the budget proposals, the following comments were asked to be submitted to Cabinet on the budget proposals:

The Labour Group acknowledged the savings which were having to take place across Residents Services, but expressed some reservations on the impact of stream-lining management structures, with subsequent loss of posts, and the impact this would have on the remaining staff within the directorate

Overall, the Committee noted the budget proposals and the continuing budgetary pressures for the Council, but expressed their appreciation at the work which had been carried out by officers, which was not impacting on services to residents. In addition thanks was given to the work carried out by officers and Cabinet Members in producing the budget.

Social Services, Housing and Public Health POC – 18 January 2017 (Adult Social Care, Housing & Public Health)

The Operational Finance Manager introduced the report.

The Committee was informed that the budget proposals had been developed to support a ninth successive Council Tax Freeze for all residents and an eleventh year for over 65s, whilst avoiding implementation of the Social Care precept and maintaining frontline services.

This represented a significant achievement in light of continuing cuts to government funding for local government, estimated at 17% in 2017/18 alone, alongside a growing population driving an ever increasing demand for locally provided services.

The Committee was informed that savings had been developed under five broad themes, which focused on maintaining the existing service offer: Zero-Based Reviews; Preventing Demand; Service Transformation; Effective Procurement; and Maximising Income.

Members were asked to note that the draft budget report did not include the impact of the recent Local Government Provisional Settlement, which would be addressed in the budget report to February Cabinet.

Corporate Position

Members were informed that the final funding settlement for 2017/18 would not be available until February and so the budget had therefore been drafted on the latest estimated position.

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Corporate Services and Partnerships Policy Overview Committee - 2 February 2017

The Committee was informed that the principal challenge in delivering a balanced budget for 2017/18 was the development of significant savings, with the savings requirement for 2016/17 originally being estimated at £18,464k. This had since been revised upwards to £19,388k, primarily as a result of increased inflationary pressure on the cost of Social Care placements. Taking account of the planned drawdown of £5,000k from General Balances, this left a net savings requirement of £14,388k.

The budget proposals presented to Cabinet in December 2016 showed a £11,314k projected reduction in Government funding being off-set by increased Council Tax and Business Rates receipts of £4,638k to reduce the net reduction in resources to £6,162k.

Inflationary pressures and growth in demand continued to drive up the savings requirement, with savings proposals of £14,388k presented in this draft budget.

Savings

The Committee was provided with details of the savings proposals across the Council for 2017/18, which totaled £14,388k. This included £1,669k of full year effects of prior year savings. The total savings included in the draft budget for Adult Social Care, Public Health and Housing Services/Group totaled £3,837k and were made up of the following:

Adult Social Care

Transformation - £1,627k
Zero Based Reviews - £1,106k
Preventing demand - £407k
Effective procurement - £305k
Income generation - £210k

Housing

Member were informed that savings which fell under the remit of this Committee, which would be delivered within Residents Services, totaled £182k. This figure comprised of £131k for reviews of Housing/Homelessness functions and £51k from Zero Based reviews.

Capital Programme

The Committee was informed that the draft capital programme would need to be revised once the final impact of the settlement was known, as this may impact on the affordability of the programme.

Members were provided with a summary of the draft capital programme which fell within the Committee's remit:

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- The development of a new Dementia Centre.
- The development of a housing project at 1 & 2 Merrimans.
- The Belmore Allotments Housing Development - This was a housing development in Hayes under a range of tenures including a proposed 30 units for Discount Market Sale, to be financed through the General fund.
- The development of a programme for the Disabled Facilities Grant.
- The development of a programme for the Private Sector Renewal Grant / Landlord Property Renovation Grant.

Reference was made to the proposed savings in Social Care staffing which would result in efficiency savings. The Corporate Director of Adults, Children & Young Peoples Services explained that the proposed savings would not impact on front line services but would delete some of the vertical management posts.

The Committee was informed that inflationary pressures were causing an impact on social care costs and the Council was looking at different models of delivery. Recruitment and retention of social workers had improved as the Council was competitive in terms of salaries.

Having considered the budget proposals, the following comments were asked to be submitted to Cabinet on the budget proposals:

The Committee noted the budget proposals and the continuing budgetary pressures, particularly in social care. Officers were thanked for their work in social care, the financial pressures, and for providing first class services to residents.

The Committee welcomed the continuing success of the Right to Buy Scheme and the use of the proceeds to support the construction or purchasing of 335 new properties.

The Committee also welcomed the merging of Adult and Children's Social Care Teams which would improve efficiencies.

Corporate Services & Partnerships POC – 5 January 2017 (Finance and Administration)

The Deputy Director of Corporate Finance and Head of Operational Finance, and Finance Business Partner in Operational Finance were in attendance and introduced the report to Members.

The Committee heard that the Council continues to operate within the constraints of the Government's deficit reduction programme, and the revenue budget proposals were developed to deliver a zero increase in Council Tax for 2017/18.

The Deputy Director of Corporate Finance and Head of Operational Finance confirmed that within the zero based budgeting exercises, services were challenged to justify current levels of budgetary

provision on the basis of actual spend, and if this could not be done, the difference would be taken as a saving.

Members questioned how an increase in both council tax and business rates revenue was received, as neither council tax nor business rates had been increased over the past year. The Committee was informed that the increases came as a result of an increase in the number of properties, and therefore residents, paying council tax and an increase in local business respectively.

Use of Data in the Council

Contact Officer: Dan Kennedy / Naveed Mohammed
Telephone: 01895 250 495 / 277 263

REASON FOR ITEM

Following a request from the Chairman, this paper presents an update on how data is gathered and used in the Council to support the delivery of corporate priorities.

SUGGESTED COMMITTEE ACTIVITY

It is recommended that the Committee:

1. Note the update.
2. Question officers about the update.

INFORMATION

Background

The Council delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon. As part of this, the Council routinely gathers a wide spectrum of data it needs to ensure services are being delivered in the most effective and efficient way. In doing so, like many organisations, the Council has to pay due regard to prevailing legislative requirements that govern the collection, storage and use of especially personal, sensitive data. Furthermore, given the voluminous nature of the data that is gathered - the Council has, at its disposable a variety of mechanisms to 'make sense of the data' from the use of basic spreadsheets through to the use of more bespoke databases and data mining software.

This paper will provide an overview of the arrangements in place, including use of case study examples demonstrating how data has been used, and whether to shape service delivery or enable the council to discharge its responsibilities.

It is important to note at the outset that, given the depth and breadth of data that is compiled and used by the Council, this paper is not intended to provide an exhaustive list of how data is used. Rather it will provide a general overview and an attempt to answer the following questions

1. What are the roles and responsibilities for the gathering and management of data across the Council?
2. What data does the Council hold/gather?
3. What arrangements are in place to store data and ensure its security?
4. How is data interrogated?
5. How is data used to help Hillingdon Council discharge its responsibilities and shape service provision?
6. Future arrangements?

Allocation of roles and responsibilities

Roles and responsibilities for the gathering and management of data are dispersed across the authority. In broad terms, the Council operates a corporate business performance function which has responsibility for the interrogation and analysis of data. Ownership of the data, including its compilation and data quality, rests with service areas.

What data does the Council hold/gather?

As mentioned previously, the Council provides over 700 services to local residents. The provision of these services relies on the effective and efficient gathering of service data, whether this relates to demographics and understanding the make-up of clients, how efficiently functions are being delivered and measuring outcomes achieved (i.e. what difference the services provided are making for Hillingdon residents).

Whilst the data that is gathered is likely to fall into these three categories, the specifics of what is collected will differ depending on the service area.

Table 1

Directorate	Examples of Functions	Examples of data gathered
Administration	Legal, Policy and Partnerships, Democratic Services	HR data, Office of National Statistics data, Greater London Authority data store including census, labour market trends.
Finance	Business Assurance, Revenues and Benefits, corporate finance	Council tax collection, business rates, benefits information, debtors.
Resident Services	Public Health, Education, Planning, HR, Housing, Sport and Culture, Community Safety, Libraries, Waste and Refuse	Health profile, school places, Strategic Needs Assessment, crime types, school attainment, library footfall, books issued.
Adults, Children and Young People's Services	Safeguarding, Early Intervention, Children and Adult's social care, disability services	Service demand, business processes, Special Educational Needs numbers, children's centres, employment and training figures for young people, Youth Offending, caseloads, length of time of cases.

Whilst by no means an exhaustive list, the range of data set out in Table 1 provides a good demonstration of the breadth of data that is gathered across directorates. Much of this will be gathered directly by services, either from clients or from in-house systems. There are, however, particular data streams that rely on contributions from partner agencies or external systems. For instance:

- Community Safety - data on crime types and trends, including benchmarking data, is obtained from the Metropolitan Police, as well as accessing third-party data sites such as IQuanta.

- Public Health - data on local health profiles are available from Public Health England. Data on prevalence rates for specific conditions are available from Department of Health or from local Clinical Commissioning Group partners.

- Young People Not in Education, Employment or Training (NEETs) - the Council does not collect data directly on local NEET numbers. Like other West London Councils, a commissioned provider gathers and supplies this data, including analysis.

- Office of National Statistics data - Much of the data on Census statistics is housed on Office of National Statistics websites including 'Neighbourhood Statistics'. This includes all the figures on socio-economic profiles, population trends, sub-national projections etc.

- Subject to the needs of the service and/or project, the Council may, from time to time, utilise other data sources for the purposes of triangulation and adding greater depth to the intelligence being gathered.

- Finally, wherever appropriate and needed, the Council will often access and share more sensitive data to prevent and identify instances of fraud. This is particularly the case in revenues and benefits and housing.

What arrangements are in place to store data and ensure its security?

Storing Data

Outside of the more routine collection of national statistics via Excel (all stored on the LBH network), specific service-related data sets are stored on databases relevant to those areas.

Ensuring data security

Given the stringent statutory requirements in this area, information governance is an important element of the Council's work. The Council has clear duties to protect the information held about members of the public and/or its employees (as well as confidential information pertaining to legally or commercially sensitive data). Breaches of the Data Protection Act through loss or mishandling of personal data are criminal offences that can result in large fines (up to £500,000). Given this, the Council has an overarching Information Governance Policy (2015) that regulates how LBH proprietary and client, partner or supplier information, when created, stored, transmitted or communicated is protected from unauthorised access, use, modification or destruction. At the heart of the policy are seven key principles that require adherence. This includes:

- **Confidentiality** - Appropriate measures must be taken to ensure LBH proprietary, private or client information is accessible only to those authorised to have access.
- **Integrity** - The accuracy and completeness of LBH information must be maintained and all changes or modifications affecting that information must be authorised, controlled and validated.
- **Availability** - Information must be available to authorised individuals when required. In the event of a disaster or malicious attack, the Council's information and the systems critical to the ongoing activities of the Council must be recoverable.

- **Authentication** - All persons and systems seeking access to information, or to LBH networked computer resources must establish their identity to the satisfaction of the Council.
- **Access Control** - The privilege to view or modify information, computer programs or the systems on which the information resides, must be restricted to only those whose job functions absolutely require it.
- **Auditing** - Use access and activity on each of the council's computers, firewalls and networks must be recorded and maintained in compliance with all security, retention, legislation and regulatory requirements.

In addition to these policy principles, the Council provides further explicit direction and training to employees on the storage, handling and use of data including the need to;

- Keep information safe and secure including the use of robust passwords, being security aware when entering or leaving the building and only using authorised equipment;
- Checking who information is being shared with;
- Using email carefully and responsibly including use of secure email when receiving or transmitting sensitive data, and using blind copy where necessary;
- Not storing personal data on local hard drives, laptops or mobile devices;
- Keeping data secure when working away from the office; and,
- Taking extra care when taking information outside the office.

The Council's Information Security Officer has responsibility for the maintenance of the security policies which are owned by the Hillingdon Information Assurance Group (HIAG). All managers are responsible for implementing the security policies within their respective areas.

A copy of the Council's Information Security statement is provided in Appendix A.

How in Data interrogated?

The Council has a wide-variety of tools at its disposal for interrogating data. Wherever possible standard reporting tools that can connect to the service specific IT systems are used. In addition, the Council has access to a number of subscribed services that provide interrogated data. This includes access to Fisher Family Trust - a bespoke service providing analytical support for education data and Iquanta which performs a similar function for community safety data. Although part of a wider SLA (and as such not strictly a subscription service) the Council also utilises support from contracted providers such as West London Partnership Unit (Connexxions) that provide an analytical service for NEET data.

Whilst each of the above examples have related to service-specific tasks, there have more recently been occasions where the Council has needed to analyse data across multiple services. A good example here is the Troubled Families programme. As part of the latter, the Council has needed to identify family households that have been flagged under various categories including persistent school absence/truancy, anti-social behaviour, long-term unemployed etc. Adopting a single-service approach would not be useful in this context and so the Council utilised a software solution that is able to look across multiple

databases and 'flag' names that (re)appear. To date, this approach has been critical in enabling the Council to identify over 800 eligible families.

How is data used to help Hillingdon Council discharge its responsibilities and shape service provision?

Whilst like many councils, Hillingdon is required to gather data for the purposes of statutory returns (including in Adult Social care, Children's Services and Housing). The primary purpose of the vast majority of data collected is to ensure the Council is appropriately discharging its responsibilities and helping aid future service development.

In respect of the former, data collected in social care, planning etc, helps build a picture of how efficiently the Council is meeting targets, for instance, in the processing of planning applications or discharging statutory social care requirements.

In addition to the above 'process measures', the Council regularly uses data to help shape service delivery, whether this is part of ongoing work or one-off projects. An example of this includes the Joint Strategic Needs Assessment which is the overarching data store which helps shape and inform future commissioning plans.

Case studies have been provided as appendices which provide further detail on this.

Future arrangements?

The Council is committed to continuing to use data to intelligently drive forward service improvement. As part of the BID programme, the interrogation of data forms a key element of any service review.

Whilst this new approach will continue across the range of scheduled BID reviews, the Council is equally committed to using data to improve frontline services to residents in day-to-day service delivery improving practice in its more traditional operations. A key priority here is enabling staff, including senior managers, get access to 'live data', the alignment of service and financial data and finally more sophisticated supply/demand modelling to help anticipate and plan for future service needs.

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HILLINGDON
LONDON

Information Security Statement

The objective of this statement is to provide executive direction for the protection of information owned by the London Borough of Hillingdon and our citizens, partners or suppliers in whatever form it may be held or communicated, whether verbal, on paper or electronic. Information is one of our most valuable assets. Of equal value is the trust of our partners and clients that we will protect the information that they have shared with us.

LBH proprietary and client, partner or supplier information, when created, stored, transmitted or communicated, must be protected from unauthorised access, use, modification or destruction.

Consequently, all access to, and use of this information and data, requires adherence to the following policy principles:

- **Confidentiality** - Appropriate measures must be taken to ensure that LBH proprietary, private, or client information is accessible only to those authorised to have access.

- **Integrity** - The accuracy and completeness of LBH information must be maintained and all changes or modifications affecting that information must be authorised, controlled, and validated.

- **Availability** – Information must be available to authorised individuals when required. In the event of a disaster or malicious attack, the Council's information and the systems critical to the ongoing activities of the Council must be recoverable.

- **Authentication** - All persons and systems seeking access to information, or to our networked computer resources must first establish their identity to the satisfaction of the Council.

- **Access Control** - The privilege to view, or modify information, computer programs, or the systems on which the information resides, must be restricted to only those whose job functions absolutely require it.

- **Auditing** - User access and activity on each of the Council's computers, firewalls and networks must be recorded and maintained in compliance with all security, retention, legislation and regulatory requirements.

Security policies are in place to support these objectives, together with detailed procedures.
The Information Security Officer has responsibility for maintenance of the Security Policies, which will be reviewed annually by the Hillingdon Information Assurance Group (HIAG).

It is the responsibility of each member of staff to adhere to LBH Security Policies.
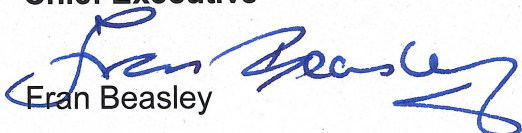
The Information Security Officer has responsibility for maintenance of the Security Policies, which will be reviewed annually by the Hillingdon Information Assurance Group (HIAG).

All managers are responsible for implementing the Security Policies within their areas, and for adherence thereof by their staff.

It is the responsibility of each member of staff to adhere to LBH Security Policies.

Chief Executive   **Date**

Fran Beasley   8 October 2015

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Joint Strategic Needs Assessment

Background and Context

The Joint Strategic Needs Assessment (JSNA) reports on the health and wellbeing needs of the people of Hillingdon. It brings together detailed information on local health and wellbeing needs and looks ahead at emerging challenges and projected future needs of local communities. The JSNA is an on-going, iterative process with contributions from a range of partners within the Health and Wellbeing Board and without. This includes Public Health, Hillingdon Clinical Commissioning Group (CCG), HealthWatch, the Voluntary and Community Sector and other partners. Responsibility for developing the JSNA and its maintenance rests with the Business Performance team at LBH.

Aim of the Project

The JSNA has several aims including;
- To provide a comprehensive picture of the health and wellbeing needs of Hillingdon (now and in the future).
- To inform decisions about how we design, commission and deliver services, and also about how the urban environment is planned and managed.
- To improve and protect health and wellbeing outcomes across the city while reducing health inequalities.
- To provide stakeholders and the wider community with information on the changing health and wellbeing needs of Hillingdon, at a local level, to support better service delivery.
- As the evidence base for the Joint Health and Wellbeing Strategy, identifying important health and wellbeing issues for Hillingdon, and supporting the development of action plans for the priorities named in the strategy.

What data was used?

Data drawn from a wide range of internal and external sources. Internal sources include data from directorates relating to clients (anonymised). External sources include (not exhaustive)

Office of National Statistics	Hillingdon Clinical Commissioning Group	GPs/Pharmacies
NOMIS - Labour Market Stats	Health and Social Care Information Centre	Public Health England
Greater London Authority	Metropolitan Police	

How was data interrogated?

Data was primarily interrogated via MS Excel and involved downloading CSV files and manual interrogation. Data on the Public Health Outcomes Framework was analysed via the tools available on the Public Health England website.

What was the result?

The JSNA acts as a key reference document that should be referred to as part of any commissioning process. To date services commissioned in Public Health including Drug and Alcohol and Sexual Health have both drawn evidence bases from the JSNA. The latter was also as part of the ongoing re-tender of the 0-19 programme in Children's Services. Finally the Pharmaceutical Needs Assessment also draws on the JSNA - the former takes place every two years and plays an important role in ensuring the adequate provision of pharmacies across the borough.

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School Places Planning

1. Aim and objective of the project

The Council has a statutory responsibility to provide adequate provision of school places for pupils who live in the borough.

'sections 13, 13A and 14 of the Education Act 1996 which require local authorities to: ensure that efficient primary, secondary and further education is available to meet the needs of their population; ensure that their education functions are exercised with a view to promoting high standards ensuring fair access to opportunity for education and learning, and promote the fulfilment of learning potential; and secure that sufficient schools for providing primary and secondary education are available for their area.'

Annex A - Clarification of local authority statutory duties relating to services relevant to the Education Services Grant

In order to comply efficiently and effectively with the statutory responsibility as detailed above officers are required to produce a set of School Place Planning (SPP) projections annually for the Department for Education. The annual School Capacity return (SCAP), and is used to determine school place capacity and to allocate funding for expanding/new schools where necessary.

2. What data we used - where it came from (internal or partners etc)

Data sources include:
- Strategic Housing Availability Assessment (SHLAA) - Greater London Authority 2015 round trend population projections.
- Housing development data – from Planning.
- Spring School Census – collected by the Council from all schools and verified by the DfE.
- Office of National Statistics birth rate data.
- GP Registration data from Greater London Authority.

3. Methodology employed for analysis, how it was interrogated - did we use any tools

Population data, birth and GP data, housing developments data and school expansions information is analysed. School expansions in neighbouring boroughs are also considered as this may impact on the provision of school places for residents of the Hillingdon. The priority is to complete the school places projection to ensure sufficient places can be provided to meet current and future demand.

The main tool used for the data analysis is Excel. An Excel spreadsheet is sent to the GLA detailing all known housing developments across the borough for the next 20 years. The GLA then combine this with the population projection data and the Spring School Census data where they also take the post code of the pupil's home and school to determine migration and movement across the borough. This data is then returned to the Council, checked and interrogated against previous SPP projections to ensure that all local issues have been taken into account. We will look at areas of pressure due the density of the population as well as pressure due to parental choice.

Geographical information systems are used to map areas around school to determine any pressures that may occur. This will also give an understanding of pupil mobility and parental preference.

4. How was it used to drive project/influence service change etc

The analysis is used to ensure that the Council's statutory responsibility if fulfilled. Where there are pressures, possible solutions will be presented to Members for consideration which may include temporary or permanent expansions of existing school or a feasibility study to determine if a new school will be required to meet future capacity needs within the borough.

Troubled Families Project

1. **Aim and objective of the project**

The Troubled Families (TF) programme is a government initiative which is now into its second phase. It is focussed on those families with complex needs covering issues such as poor school attendance, worklessness and youth offending coupled with locally determined issues such as domestic violence. Families are benefitting from intervention and support to 'turn-around' and improve their situation. This includes support to gain employment. The TF Programme operates a payment by results funding model with £1,000 for each family identified and £800 for each family 'turned around'.

To be eligible for the TF programme, each family must have at least two of the following six problems:

1. Parents or children involved in crime or anti-social behaviour.
2. Children who have not been attending school regularly.
3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.
4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness.
5. Families affected by domestic violence and abuse.
6. Parents or children with a range of health problems.

2. **What data we used**

Data is matched and linked into council systems as a means of identifying names that are flagged across multiple data sets.

The following data sets are analysed:

- o Benefits Data – internal data (criteria 4)
- o Protocol LCS – internal data from the Early Intervention Team in Children's Social Services.
- o Employment, Education and Training data from West London Partnership Unit (criteria 2, 4)
- o MARAC - Police data (criteria 1)
- o Children's Centre data – internal data (criteria 3, 4, 5)
- o Youth Offending Service – internal data (criteria 1)
- o School Data from gathered via the bi-annual census' (criteria 2)

- Manual checking
  - o Children in Need (CIN) and Child Protection Plan (CPP) data - internal data (criteria 2 & 3)
  - o Housing/homelessness data – internal data (criteria 3, 4, 5)

3. **Methodology employed for analysis**

The benefits information is used as a database for the Troubled Families programme and all other data is matched to this. This data provides the broadest catchment of families fitting the Troubled Families criteria as it holds details of out of work benefits, how long the client has been in receipt of them as well as details of all family members as a unit. It also gives the latest home address, this is crucial evidence that these families reside in Hillingdon. This is then

cross matched with all other data sources (from the list above) with the aim of identifying all families where 2 or more TF criteria are apparent.

Further checks are carried out cross matching the housing/homelessness data and CIN and CPP data. This manual checking is completed using Excel.

4. How was it used to drive project/influence service change etc

The data is used to identify families who have problems that can be linked to at least 2 of the 6 criteria as set out in point 1. This programme is intended to focus on clients where a high volume, high costs of services are provided to help and assist with their daily lives. The intended outcome is to improve the services that work with them and to ensure more efficient and effective use of public money for the long-term.

Families that are classifies as turned around would, by definition, be more independent and self-sufficient and less dependent on the support of social care and the benefits system.

Using a data-matching approach also allows the Council to target and tailor subsequent interventions to address the challenges that each family faces.

HATE CRIME AND COMMUNITY COHESION

Contact Officer: Fiona Gibbs
Telephone: 01895 277 035

REASON FOR ITEM

The Chairman requested an update on Hate Crime and Community Cohesion. Officers have been asked to report on what has been done in the last twelve months by the council to fight against hate crime, what the Council currently doing, and what the Council has by way of future plans.

OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the content of this report.

INFORMATION

Background

What is Hate crime?

A Hate Incident is generally seen as any incident which the victim, or anyone else, thinks is based on someone's prejudice towards them due to their race, religion, sexual orientation, disability or because they are transgender. Not all hate incidents will amount to criminal offences, but those that do become hate crimes.

The Association of Chief Police Officers and the CPS have agreed a common definition of hate crime: "Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender."

What is community cohesion?

Community cohesion is not a precise term and can be interpreted in many ways. Broadly speaking, it is about creating a sense of belonging, valuing diversity, tackling inequalities and promoting interaction to develop positive relationships within a community.

The Institute of Community Cohesion uses the definition:

"Community cohesion is widely used to describe a state of harmony or tolerance between people from different backgrounds living within a community. Linked to the concept of social capital and the idea that if we know our neighbours and contribute to community activity then we are more likely to look out for each other, increase cohesion and minimise cost of dependency on institutional care".

Hillingdon Context

Hillingdon has become more diverse with many areas seeing the proportion of white and ethnic minority communities more evenly spread. At the same time, the Borough is experiencing increases in the number of young people and a growing older population.

The impact of economic pressures and austerity measures on public services, inevitably places a strain on families and communities as resources become reduced and access to support and services are limited. Threats from extremism and terrorism have increased and can cause conflict, tensions, prejudice and misunderstanding within communities.

Hillingdon's approach has been not only to understand what our community cohesion challenges are in Hillingdon and where in the Borough, risks to community cohesion are greatest, but that it is also equally important to recognise where the positive contributions to community cohesion are taking place and promote greater opportunities for building on those positives and underpin the resilience within communities. Improving our knowledge of what works and what helps can reduce the risk. Such as:

- Strong local leadership (political, community etc);
- Strong communication activity/strategy to engage with local communities;
- Visible local initiatives;
- Developing a local sense of civic pride;
- Uniting local people on issues affecting the Borough;
- Strong partnership approach to local solutions;
- Capacity building and sustainable approach to community engagement and community development which is inclusive and embraces the diversity of the Borough.

What we are doing?

Tackling hate crime requires a holistic approach. Not only in dealing with reported incidents and supporting victims but also in working together with partners and the wider community to build resilience to the factors which influence hate crime and or divide communities such as the influence of extremism.

In Hillingdon, through the joined up approach of the Strong and Active Communities Partnership and the Safer Hillingdon Partnership, we are working together to address local challenges and build stronger relationships.

Managing reports of hate crime

The Council's contact centre receive reports of hate crime and these are passed onto the ASBIT team who should respond within 24 hours where possible. Case work is then undertaken by the ASBIT team to work with victims of hate crime, to identify perpetrators if possible, ensure the matter is reported to police and where the perpetrators are council tenants to ensure we take actions relating to the terms of their tenancy. Complex cases can be referred to the CRMARAC to enable a multi-agency problem solving approach. The police and other agencies are also able to bring cases to the CRMARAC (Community Risk Multi Agency group) Chaired by the Police, which also provides a governance role in ensuring that actions by all partners are taken in a timely manner and are co-ordinated effectively.

Partnership working

The Strong and Active Communities partnership works to address the following priorities:

1. Community Cohesion and integration - working together to build more cohesive, empowered and active communities in Hillingdon.
2. Residents involvement in sports, leisure, culture, volunteering and learning activities.
3. Monitoring community tensions - working together to understand local community dynamics and identify potential or actual tensions and their impact.
4. Preventing Violent Extremism - working to ensure that issues that may give rise to community tension or which might result in violent extremism are addressed, and supporting the management of critical incidents.

Some examples of work delivered under the partnership, facilitated by the council include:

• Supporting partners in the delivery of community cohesion and integration related projects including: ESOL, Hayes Carnival, Junior Citizens, Schools community cohesion partnership, Adult learning, learn to be well programme

• Supporting Hillingdon Inter Faith Network in developing its activities, 2016 celebrated ten years of HIFN. The annual peace walk which is led by the Mayor, Borough Commander and local faith leaders also celebrated its 10th year.

• Supporting the Women in the Community Network in developing its activities: Celebrating international women's days, with 400+ women attending an information fayre at Botwell library and hosted an empowering women event held at Brunel University.

• Supporting the Hillingdon Traveller Forum

• Supporting local BAME community organisations

• Working in partnership with the police to monitor and co-ordinate an appropriate response on matters relating to community tensions and Preventing violent extremism in the borough

• Partnership working with community groups/ services to bring about cohesion and integration

• Work with schools including, providing support in relation to current legislation and advice on the embedding of British Values across the curriculum and the development of character education, utilising the reach of schools to facilitate cohesion in the wider community and community groups, leading to improvements in outcomes and early preventative work. For example: Celebrated ten years of the schools inter faith programme in 2016 (led by Swakeleys school), Performance at Beck Theatre by 7 local schools - "together we can make a change" - presentation of community cohesion through music and song, bringing together local schools to establish the schools community choir - Hayes, who perform at Hayes carnival and other community events.

• Measuring the outcomes of local area based work, projects and activities on community relations

• Review of the groups methods of working including the introduction of new themes to secure effective outcomes and efficient working between partners

Themes of work identified for 2016/17

• Volunteering
• Areas/Estates/Residents
• Schools

- Events, festivals and use of green spaces
- Isolated groups
- Communication and access
- Preventing Violent Extremism
- Managing community tensions/ safety concerns

Implementing the Prevent Duty

The Council has taken the lead in:

- Co-ordinating and managing the Hillingdon Prevent Partnership - developing a local action plan and providing advice, guidance and support to partners on the Prevent strategy and duty;
- Support for vulnerable individuals - co-ordinating the Hillingdon multi-agency Channel panel and ensuring governance through the children and adults safeguarding boards;
- Information sharing and identification of local needs;
- Training and awareness raising - ensuring staff are aware of their responsibility to report and refer concerns. Approx 3,000 staff from agencies and organisations (including schools) across the borough have received this training;
- Work with our communities, supporting the work of Hillingdon Inter faith network and ensuring there are strong relationships in place with faith communities;
- Emerging challenges, understanding risk and current threats.

Priorities for Hillingdon

- Ensuring Radical groups and speakers do not have the opportunity to promote their views and recruit in Hillingdon.
- Ensuring the influence of extremist groups (including far right) in the borough is managed.
- Ensuring anyone identified as being vulnerable is offered appropriate support.
- Work with the local community and local partners to prevent people, particularly vulnerable young people from travelling to areas of conflict
- Maintaining good relations between different faiths and the diverse communities in the borough

Engagement and awareness activity

Schools work: as previously described above. In addition, a project is being developed with schools, Uxbridge College and Brunel University to look at tackling issues relating to extremism and hate crime through a debating project - which will enable students to develop skills in critical thinking and looking at two sides of an argument, whilst improving language and literacy skills as well as self-confidence.

Police - Hayes: The community police officers in Hayes have been working closely with local Ward councilors, council departments and community groups to improve relations and engagement. Initiatives have included, Solidarity in Hayes, women's groups, surgeries and coffee mornings, English conversational groups, a community workshop to name a few.

Hillingdon Inter-Faith Network: HIFN aims to bring faith communities together in Hillingdon to promote better understanding and positive relationships. HIFN works closely with the council and other partners.

Legislative Framework

The Equalities Act 2010 (section 149) put in place a 'Public Sector Equality Duty'. This means that a public authority must, in the exercise of its functions, have due regard to the need to: • Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act • Advance equality of opportunity between persons who share a relevant protected characteristic and person who do not share it • Foster good relations between persons who share a relevant protected characteristic and persons who do not share it

Section 17 of the Crime and Disorder Act 1998 places a statutory duty on responsible authorities (which includes local authorities) to prevent crime and disorder, antisocial behaviour, substance misuse and reducing reoffending in their area.

Public Order Act 1986 Section 4(A)(1) of the 1986 Act deals with the offence of causing harassment, alarm or distress. A person is guilty of an offence if, with intent to cause a person harassment, alarm or distress, s/he - "uses threatening, abusive or insulting words or behaviour or disorderly behaviour; or displays any writing, sign or visible representation which is threatening abusive or insulting, thereby causing that or another person harassment, alarm or distress".

Protection from Harassment Act 1997 There are two offences that arise under this statute which may be relevant to the sanctioning of hate motivated harassment. The offence of harassment: this arises under section 2 of the Protection from Harassment Act 1997. Under this, the prosecution must prove: 1. That the Defendant had pursued a course of conduct on at least two separate occasions; 2. That the Defendant's course of conduct amounted to harassment of another – what constitutes 'harassment' tends to be a matter of common sense e.g. the repetition of racist or homophobic remarks could amount to harassment; 3. That the Defendant knew or ought to have known that the course of conduct amounted to harassment.

Human Rights Act 1998 states that people should have: • The right to liberty • Freedom of thought, conscience and religion, and freedom to express your beliefs • Freedom of expression • Freedom of assembly and association • The right not to be discriminated against in respect of these rights and freedoms • The right to peaceful enjoyment of your property • The right to an education

Counter Terrorism and Security Act 2015
Places a Duty on all public sector organizations to deliver against the Government's Prevent strategy. Within this Duty is a specific role for the Local Authority in providing leadership and co-ordination of local activity with partners.

Prevent Aims and Objectives:
Aim: To stop people becoming terrorists or supporting terrorism.
Objectives: To:
1. Respond to the ideological challenge of terrorism and the threat we face from those who promote it.
2. Prevent people from being drawn into terrorism and ensure that they are given appropriate advice and support
3. Work with sectors and institutions where there are risk of *radicalisation, which need to be addressed. Priority areas include education, faith, health, criminal justice and charities.

*Radicalisation is defined as the process by which people come to support terrorism and ****extremism** and, in some cases, to then participate in terrorist groups.

** "Extremism is vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and tolerance of different faiths and beliefs. We also include in our definition of extremism calls for the death of members of our armed forces, whether in this country or overseas*" (HM Government Prevent Strategy 2011)*

Government Strategy

The Casey review 2016

This review into opportunity and integration by Dame Louise Casey, was commissioned in July 2015 by the then Prime Minister David Cameron and Home Secretary Theresa May and published in December 2016.

The focus of the review was to 'consider what could be done to boost opportunity and integration in our most isolated and deprived communities'. It was prompted by a number of factors including:

- The unprecedented pace and scale of population change and immigration, particularly in deprived areas;
- Recovery from recession and implications for different groups;
- Concerns about the future of public services;
- Concerns about terrorism;
- Problems of social exclusion among ethnic minority groups and poorer white British communities in some areas.

The review made a number of recommendations:

- Build local communities' resilience in the towns and cities where the greatest challenges exist.
- Improve integration of communities in Britain and establish a set of values around which people from all different backgrounds can unite.
- Reduce economic exclusion, inequality and segregation in our most isolated and deprived communities and schools.
- Working with schools
- Overcoming cultural barriers to employment
- Improving English language provision
- Improving understanding how housing and regeneration schemes/ policy impact on integration/ segregation
- Stronger safeguards for children not in mainstream education
- Increase standards of leadership and integrity in public office

Governments Hate crime Action Plan July 2016 - Action Against Hate

Sets out the Government's programme of actions to tackle issues of hate crime to 2020.

Main themes include:
- Preventing hate crime by challenging the beliefs and attitudes that can underlie such crimes
- Responding to hate crime in our communities with the aim of reducing the number of hate crime incidents.
- Increasing the reporting of hate crime, particularly from communities who traditionally under report.
- Improving support for the victims of hate crime
- Building our understanding of hate crime through improved data collection.

Underlying the plan are two key themes - working in partnership with communities and joining up work across the hate crime strands to ensure best practice is understood and drawn upon.

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MODERN SLAVERY

Officer Contact: Nikki Cruickshank
Telephone: 01895 256 708

REASON FOR ITEM

The Chairman of the Corporate Services and Partnerships Policy Overview Committee requested that an update on Modern Slavery be presented to the Committee.

OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report.

INFORMATION

Modern Slavery can take many forms including the trafficking of people, forced labour, servitude and slavery.

Any consent victims have given to their treatment will be irrelevant where they have been coerced, deceived or provided with payment or benefit to achieve that consent.
Children (those aged under 18) are considered victims of trafficking, whether or not they have been coerced, deceived or paid to secure their compliance. They need only to have been recruited, transported, received or harboured for the purpose of exploitation.

The term Modern Slavery captures a whole range of types of exploitation, many of which occur together. These include but are not limited to:

- **Sexual exploitation**
  This includes but is not limited to sexual exploitation and sexual abuse, forced prostitution and the abuse of children for the production of child abuse images/videos.

- **Domestic servitude**
  This involves a victim being forced to work in usually private households, usually performing domestic chores and childcare duties. Their freedom may be restricted and they may work long hours often for little or no pay, often sleeping where they work.

- **Forced labour**
  Victims may be forced to work long hours for little or no pay in poor conditions under verbal or physical threats of violence to them or their families; it can happen in various industries, including construction, manufacturing, laying driveways, hospitality, food packaging, agriculture, maritime and beauty (nail bars). Often victims are housed together in one dwelling.

- **Criminal exploitation**
  This can be understood as the exploitation of a person to commit a crime, such as pick-pocketing, shop-lifting, cannabis cultivation, drug trafficking and other similar activities that are subject to penalties and imply financial gain for the trafficker.

- **Other forms of exploitation**
  Organ removal; forced begging; forced benefit fraud; forced marriage and illegal adoption.

Local Operational activity

Trafficking is an issue for all local authorities but is more prominent where there are major ports of entry.

The responsibility to protect young people who are trafficked is a co-ordinated effort from a number of agencies. The first agency that young people come into contact with on their arrival into the UK is the UKBA who make the initial decisions and refer young people to the local authority where necessary. Local authorities work closely with partner agencies through the Local Safeguarding Children Board to put in place arrangements to combat trafficking. This includes the prevention and deterrence of trafficking through co-ordinated overseas and point of entry policing activity (including action by immigration services, law enforcement agencies, airport authorities, and overseas embassies).

A multi-agency, fortnightly operational meeting is held to discuss the risks and needs of all children arriving at the airport in the previous two weeks. This enables key information and intelligence to be shared, and protective measures to be applied to those children most at risk.

Hillingdon works with the young people in terms of managing their risk at point of entry into the UK; engaging with the young person about potential risks and also managing their contact with strangers. Trafficking is a relatively newly identified challenge for all agencies both locally, nationally, and internationally with examples of good practice across all agencies, and we keep under review trends and share best practice.

Duty to Report

From 1 November 2015, specified public authorities have had a duty to notify the Secretary of State of any individual encountered in England and Wales who they believe is a suspected victim of slavery or human trafficking. This duty is intended to gather statistics and help build a more comprehensive picture of the nature and scale of modern slavery.

The 'duty to notify' provision is set out in Section 52 of the Modern Slavery Act 2015, and applies to the following public authorities in England and Wales at the time of publication (additional public authorities can be added through regulations):

(a) a chief officer of police for a police area;

(b) the chief constable of the British Transport Police Force;

(c) the National Crime Agency;

(d) a county council;

(e) a county borough council;

(f) a district council;

(g) a London borough council;

(h) the Greater London Authority;

(i) the Common Council of the City of London;

(j) the Council of the Isles of Scilly;

(k) the Gangmasters Licensing Authority.

Home Office Strategic Communications have produced a partner fact sheet and a poster to help raise awareness of a duty to notify/reporting requirements for modern slavery and human trafficking amongst relevant organisations.

Hillingdon Local Safeguarding Children's Board and Safeguarding Adult Board are responsible for raising awareness across the partnership.

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CABINET FORWARD PLAN

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 15th 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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Key: SI = Standard Item each month

Council Departments: RS = Residents Services   SC = Social Care   AD = Administration   FD= Finance

Cabinet – 17 January 2017 (Tuesday)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
169	Housing Repairs: Mears Contract extension	Cabinet consideration will be given to an extension to the current contract providing a range of support to the housing repairs operation for the Council.	All		Cllr Jonathan Bianco	RS - Perry Scott		NEW	Private (3)
156	Integrated Sexual & Reproductive Health Services with HIV Prevention & Support	Cabinet will consider the award of a contract to the recommended service provider for the Integrated Sexual & Reproductive Health Services with HIV Prevention & Support.	All		Cllr Philip Corthorne	RS / FD - Nigel Dicker / Joyce Jones / Steve Hajioff			Private (3)
164	West London Alliance Dynamic Purchasing System	To seek approval from Cabinet for Children's Services to enter into an Access Agreement with West London Alliance to call off from the Dynamic Purchasing System (DPS) to procure the Provision of Semi Independent Living Services.	N/A		Cllr David Simmonds CBE	SC - Suzie Shardow / Ana Popovici			Private (3)
165	Replacement of Communal Boilers - Mandela Court (Cowley), Heathfield Rise (West Ruislip) & Oakwood Road (Northwood Hills)	A recommended tender to replace the communal boilers at Mandela Court, Heathfield Rise & Oakwood Road properties will be presented to Cabinet. This works project will provide reliable heating and hot water services to residents.	Uxbridge South, West Ruislip, Northwood Hills		Cllr Jonathan Bianco	RS - Gary Penticost			Private (3)
165	Award of contract for Broadband and Internet connections	Following a procurement exercise, Cabinet will consider a contract for the provision of essential broadband technology which all staff, Members and services across the Council use daily to operate and connect with each other and our residents.	All		Cllr Jonathan Bianco	RS - Nick McCarthy			Private (3)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
	SI = Standard Item each month			Council Departments: RS = Residents Services SC = Social Care AD = Administration FD= Finance					
160	0 -19 Healthy Child Services	Cabinet will consider a contract for the recommended service provider for the 0-19 Healthy Child Services.	All		Cllr David Simmonds CBE	RS – Tom Murphy / Joyce Jones			Public
SI	School Capital Programme Update	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			Public
SI	Voluntary Sector Leases Report	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			Private (3)
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			Public
SI	Reports from Policy Overview & Scrutiny Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	All		TBC	AD – TBC	TBC		Public
SI	Academy Conversions	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			Public

Cabinet Member Decisions – January 2017

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
158	Post 16 Transport Policy Statement	To consider proposed revisions to the Post 16 Transport Policy Statement. This document informs post 16 learners of their transport options, which may influence decisions to be taken regarding college/training courses starting in September 2017.	Various		Cllr Ray Puddifoot MBE / Cllr Douglas Mills / Cllr David Simmonds CBE	RS - Jackie Wright / Alex Bowman	Parents / service users / stakeholders		Public
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		Public

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
	SI = Standard Item each month				Council Departments: RS = Residents Services SC = Social Care AD = Administration FD = Finance				
Cabinet – 16 February 2017									
145b	The Council's Budget – Medium Term Financial Forecast 2017/18 - 2021/22 BUDGET & POLICY FRAMEWORK	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 2017/18 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.	All	23-Feb-17	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers	NEW	Public
166	Schools Budget 2016/17	Cabinet will asked to agree the Schools Budget following consultation with the Schools Forum and their recommendation on the budget.	All		Cllr David Simmonds CBE, Cllr Jonathan Bianco & Cllr Ray Puddifoot MBE	RS - Peter Malewicz	Schools Forum	NEW	Public
167	The Supply & Servicing of Library Acquisitions for the London Borough of Hillingdon	This report will seek approval from the Cabinet to utilise a Framework to purchase both Adult and Children Fiction and Non Fiction books and associated reading materials for the Borough's Libraries and the Schools Libraries Service.	All		Cllr Richard Lewis	RS - Paul Richards		NEW	Private (3)
SI	School Capital Programme Update	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	Corporate consultees	NEW	Public / Private (3)
SI	Voluntary Sector Leases Report	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		NEW	Private (3)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI = Standard Item each month					Council Departments: RS = Residents Services SC = Social Care AD = Administration				FD= Finance
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		NEW	Public
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		NEW	Public
SI	Academy Conversions	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		NEW	Public

Cabinet Member Decisions – February 2017

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
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	NEW	Public

Cabinet – 16 March 2017

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
168	Hillside Infant and Hillside Junior School – Determination of Statutory Proposals	It is proposed to expand Hillside Infant and Hillside Junior schools from two to three forms of entry. In order to do this, a statutory process must be followed, including consultation. A decision can then be taken by the Council's Cabinet (or by the Cabinet Member if no objections to the proposals have been received).	Northwood Hills		Cllr David Simmonds CBE	RS - Venetia Rogers		NEW	Public
SI	Quarterly Planning Obligations Monitoring report	Regular monitoring report with information about spending on section 106 (developer contribution) monies.	All		Cllr Keith Burrows	RS - Nicola Wyatt		NEW	Public
SI	School Capital Programme Update	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	Corporate consultees	NEW	Public / Private (3)
SI	Voluntary Sector Leases Report	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		NEW	Private (3)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
									FD= Finance
					Council Departments: RS = Residents Services		SC = Social Care	AD = Administration	
SI = Standard Item each month									
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		NEW	Public
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		NEW	Public
SI	Academy Conversions	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		NEW	Public

Cabinet Member Decisions – March 2017

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
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	NEW	Public

Cabinet Member Decisions: Standard Items (SI) that may be considered each month

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI	Urgent Cabinet-level decisions	The Leader of the Council has the necessary constitutional authority to make decisions that would otherwise be reserved to the Cabinet in urgent circumstances. 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	TBC		Public / Private
SI	Expenditure Approval: ICT Equipment, Furniture and General Equipment	To approve or not, the release of funds for certain types of discretionary expenditure, following new expenditure approval controls agreed by Cabinet on 21 January 2016 to enable greater scrutiny of expenditure in these areas, further enhancing the Council's strong financial management.	N/A		Cllr Ray Puddifoot MBE and Cllr Jonathan Bianco	FD - Corporate Procurement	None		Public

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI = Standard Item each month				Council Departments: RS = Residents Services		SC = Social Care AD = Administration			FD= Finance
SI	Ward Budget Initiative	To approve the spending of Ward Budgets following applications from Ward Councillors – this will be done on a monthly or regular cycle.	All		Cllr Douglas Mills / Cllr Ray Puddifoot MBE	RS - Helena Webster	Local consultation within the Ward undertaken by Ward Councillors		Public
SI	Business, shops and commercial rents, leases, surrenders and renewals	To approve various rents, leases, surrenders and lease renewals for a variety of businesses, organisations, properties or via commercial transactions, as per thresholds for decision-making set out in the Procurement and Contract Standing Orders.	Various		Cllr Jonathan Bianco	RS - Corporate Property			Private (3)
SI	To consider rent reviews	To consider rent reviews of commercial and other premises.	tbc		Cllr Ray Puddifoot MBE and Cllr Jonathan Bianco	RS - Mike Patterson			Private (1,2,3)
SI	School Governing Bodies and Governors / Authorising Academy Appointments	To approve appointments, nominate appointments and make reappointments of local authority governors and to approve any changes to school governing body constitutions. To also authorise any Member to be a Governor or Director of an Academy.	N/A		Cllr David Simmonds CBE	AD - Democratic Services			Public
SI	Appointment of Consultants & agency staff	To consider the appointment of consultants where the cost is between £5,000 and £50,000. To appoint individual temporary and agency workers between this value for senior management posts. To also accept the appointment of any consultants delegated by Cabinet.	N/A		as appropriate	various			Private (1,2,3)

SI = Standard Item each month · Council Departments: RS = Residents Services · SC = Social Care · AD = Administration · FD= Finance

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC		Cllr Ray Puddifoot MBE and Cllr Jonathan Bianco	various	Corporate Finance		Public but some Private (1,2,3)
SI	The purchase of ex Council properties or new private properties for the Council's housing supply	The Leader of the Council may determine, as and when required, the purchase of new properties using HRA capital funds to increase the affordable housing stock within the Borough. Such acquisitions will be reported back to Cabinet.	TBC		Cllr Ray Puddifoot MBE	Jean Palmer OBE			Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC		as appropriate	AD - Democratic Services			Public
SI	Local Safety Schemes and Parking Revenue Account funded schemes	To consider petitions received and decide on future action	TBC		Cllr Keith Burrows	RS - David Knowles	Traffic Liaison Group		Public
SI	Pedestrian Crossings	To approve schemes to provide crossing facilities	TBC		Cllr Keith Burrows	RS - David Knowles			Public
SI	To approve debt / write offs	To approve individual case of debt / write offs that are in excess of £5000 but under £50,000.	n/a		Cllr Jonathan Bianco	various			Private (1,2,3)
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a		as appropriate	various			Private (1,2,3)
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.	TBC		Cllr Ray Puddifoot MBE / Cllr Keith Burrows	RS - David Knowles			Public

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
	SI = Standard Item each month			Council Departments: RS = Residents Services		SC = Social Care	AD = Administration		FD= Finance
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £250k in their Portfolio Area where funding is previously included in Council budgets.	n/a		Cllr Ray Puddifoot MBE & relevant Cabinet Member	various			Private (3)
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC		as appropriate	various			Public / Private (1,2,3)
SI	School Redundancy Payments	To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority	TBC		Cllr David Simmonds CBE	RS – Daniel Kennedy			Private (1,2,3)
SI	Sale, and conversion, of loft space to leaseholders and also extension of Leasehold Interests of flats under the 1993 Act	To consider any issues in relation to loft space and also consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.	TBC		Cllr Jonathan Bianco and Cllr Philip Corthorne	RS - Mike Paterson / David Ollendorf			Private (1,2,3)
SI	Chrysalis Programme of Environmental Improvements	The Cabinet Member will be asked to consider the approval of projects.	Various		Cllr Douglas Mills	RS - Mohamed Bhimani			Public
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a		as appropriate	various			Public
SI	Appeals in relation to business rates (NNDR)	To determine appeals in relation to business rates following a decision by the Council.	TBC		Cllr Jonathan Bianco	Rob Smith			Private (1,2,3)

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI = Standard Item each month				Council Departments: RS = Residents Services		SC = Social Care AD = Administration			FD= Finance
SI	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		as appropriate	various			Public

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WORK PROGRAMME 2016/17

Contact Officer: Luke Taylor
Telephone: 01895 250 693

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
16 June 2016	CR3
19 July 2016	CR4
26 September 2016	CR3
11 October 2016	CR3
29 November 2016	CR4
5 January 2017	CR4
2 February 2017	CR4
9 March 2017	CR4
25 April 2017	CR4

PART I - MEMBERS, PUBLIC AND PRESS

Corporate Services and Partnerships Policy Overview Committee - 2 February 2017

Corporate Services & Partnerships Policy Overview Committee

2016/17 DRAFT Work Programme

Meeting Date	Item
16 June 2016	Corporate Services & Partnerships Policy Overview Committee Possible Review Topics 2016/17
	Business Rates Review - Update
	Work programme for 2016/17
	Cabinet Forward Plan

Meeting Date	Item
19 July 2016 **CANCELLED**	Budget Planning Report for Administration and Finance Directorates
	Update item
	Work Programme
	Cabinet Forward Plan

Meeting Date	Item
26 September 2016	Update Item - Town Centre Scheme
	Scoping reports for Major Review
	Cabinet Forward Plan
	Work Programme

Meeting Date	Item
11 October 2016 **CANCELLED**	Major Review - First Witness Session
	Update Item
	Cabinet Forward Plan
	Work Programme

Meeting Date	Item
29 November 2016	Major Review - First Witness Session
	Update Item - Town Centre Scheme
	Update Item - Procurement & Contracts
	Cabinet Forward Plan
	Work Programme

5 January 2017	Major Review - Consideration of Recommendations
	Draft Budget Proposals Report for Administration & Finance 2017/18
	Cabinet Forward Plan
	Work Programme

2 February 2017	Major Review - Final Report
	Draft Budget Proposals 2017/18 - Comments from Policy Overview Committees
	Update Item - Use of Data
	Update Item - Community Cohesion / Hate Crime
	Cabinet Forward Plan
	Work Programme

9 March 2017	Update Item - Heathrow Business Rates
	Update Item - Equalities in the Council
	Quarterly Report - Procurement Activity and the Forward Plan on Contracts
	Cabinet Forward Plan
	Work Programme

25 April 2017	Consideration of future review topics
	Update Item - Cross Rail Town Centre Development
	Cabinet Forward Plan
	Work Programme

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