



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

**Date:** THURSDAY, 15 JUNE 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)

Richard Mills, (Vice-Chairman)

Beulah East

Jazz Dhillon

Wayne Bridges

Duncan Flynn

Raymond Graham

Henry Higgins

Robin Sansarpuri

**Published:** Wednesday, 7 June 2017

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*Putting our residents first*

Lloyd White

Head of Democratic Services

London Borough of Hillingdon,

3E/05, Civic Centre, High Street, Uxbridge, UB8 1UW

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

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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**

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## Minutes

**Corporate Services and Partnerships Policy  
Overview Committee  
Tuesday, 11 April 2017  
Meeting held at Committee Room 4 - Civic Centre,  
High Street, Uxbridge UB8 1UW**



**Published on:**

**Come into effect on: Immediately (or call-in date)**

### **Members Present:**

Councillors Scott Seaman-Digby (Chairman)  
Richard Mills (Vice-Chairman)  
Tony Burles  
Wayne Bridges  
Jazz Dhillon (Reserve) (In place of Narinder Garg)  
Duncan Flynn  
Raymond Graham  
Henry Higgins  
Robin Sansarpuri

### **Apologies:**

Narinder Garg

### **Officers Present:**

Richard Coomber, Energy Efficiency Officer  
Luke Taylor, Democratic Services Officer

## **55. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Garg; Councillor Dhillon attended the meeting as a substitute.

## **56. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **57. MINUTES OF THE MEETING HELD ON 9 MARCH 2017**

The minutes of the meeting dated 9 March 2017 were agreed.

## **58. EXCLUSION OF PRESS AND PUBLIC**

It was agreed that all items of business would be considered in public.

## **59. CONSIDERATION OF FUTURE REVIEW TOPICS**

As the Committee is responsible for undertaking the 'policy overview' function in relation to the Administration and Finance of the Council, it also undertakes a major and minor review each year and suggestions for these review topics are necessary before a scoping report can be produced ahead of the review.

Following on from this year's review into Recruitment in Hillingdon, the Labour Group suggested that a review into staff induction and retention would be a logical step, and the rest of the Committee agreed.

Other potential review topics that were discussed were:

- Council IT equipment - how modern equipment is, can staff work remotely, and is IT up to date and fit for purpose;
  - School bullying;
  - Homophobic bullying;
  - Politics in social media – bullying of Councillors on social media;
  - Political safeguarding – the safety of members and officers, and security at the Civic Centre. Members noted that this was reviewed in 2010/11, but commented that a minor review might be appropriate;
  - How to better encourage resident feedback;
  - The best use of space within the Civic Centre;
  - Lighting in the Civic Centre (including potential moves to LED lighting);
  - Apprenticeships in Hillingdon; and,
  - Volunteer work in Hillingdon.
- **RESOLVED: That the suggested future review topics were noted for further consideration.**

## **60. UPDATE ON PREVIOUS REVIEW - REDUCING OUR CARBON FOOTPRINT**

The Council's Energy Efficiency Officer was in attendance to introduce the report which examined the outcome of the 2013/14 major review into reducing the Council's carbon footprint.

The Committee heard that four recommendations were agreed as part of the review, focussing on the Council's energy strategy, a balance sheet regarding the Council's carbon footprint, a heat network delivery unit and an anaerobic digestion project.

The Energy Efficiency Officer informed Members that there was not a signed-off energy strategy in place following a period of restructuring, but proposals from a consultant are being reviewed, along with the associated costs. The use of a balance sheet has allowed the Council to focus on gas and electricity emissions which has also proved beneficial as it allowed energy consumption to be better monitored. The focus on electricity has led to a project to replace of all street lights with LED lights, which will lead to annual savings of £590,000. The project is due to complete in 18 months. It was confirmed that further schemes are dependent on a business case and payback period and that this is influenced by future energy costs. In response to a Members question, the Energy Officer confirmed that generally a payback period of five years or less was acceptable.

Councillors were advised that the completed LED lighting projects at Grainges and Cedars Park had reduced consumption by 60%. Members stated that they

had received positive feedback on these schemes. Members were also advised of an LED lighting project in the Civic Centre that will cost £151,000 and save at least £30,000 per annum in electricity.

Responding to Councillors' questions, the Energy Efficiency Officer confirmed that the proposed anaerobic digestion project was too small scale to be considered financially viable, and could have impacted negatively on the collection of green waste.

The Committee sought clarification on what the Council is doing to combat energy waste in Council houses and to ensure new buildings in the Borough are energy efficient. In respect of housing, Members were advised that a project communal lighting at Fitzgerald House had been completed, and this would reduce tenants' service charges. Further LED schemes were planned too. Further information on housing energy efficiency measures would be provided in an email update. The Energy Efficiency Officer informed the Committee that new build schemes would comply with energy efficiency requirements of building regulations and the London Plan, and the new supported Housing Schemes at Grassy Meadow Court and Parkview Court were cited as examples. In response to a question on a new build theatre, further information would need to be provided by the Capital Programme Construction Team.

Councillors questioned whether the Solar PV (photo-voltaic) installation at the Civic Centre would generate enough savings to be cost-effective, and were informed that a small number of solar panels are used at the Civic Centre, but the contribution to savings is small.

The Committee heard that the Council is continuing to look for ways to improve energy efficiency, and doing more to meet Government targets with fewer resources.

The Chairman also noted that it would be helpful to find out more details regarding where the Council was with implementing recommendations that have come from all reviews across the Council over the past few years.

- **RESOLVED: That the report be noted.**

## **61. FORWARD PLAN**

Members asked for further details on how the award of contract for the "Care and Wellbeing Service in Extra Care" was being conducted, with details of the price and service balance. This information would be requested for the next meeting. (TO BE COMPLETED – Melissa Sage).

- **RESOLVED: That the forward plan was noted.**

## **62. WORK PROGRAMME 2017/2018**

Officers introduced the draft work programme for 2017/18 to Members.

- **RESOLVED: That the work programme was noted.**

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## Minutes

**Corporate Services and Partnerships Policy  
Overview Committee  
Thursday, 11 May 2017  
Meeting held at Council Chamber - Civic Centre,  
High Street, Uxbridge UB8 1UW**



### **Members Present:**

Councillors Scott Seaman-Digby (Chairman)  
Richard Mills (Vice-Chairman)  
Wayne Bridges  
Jazz Dhillon  
Beulah East  
Duncan Flynn  
Raymond Graham  
Henry Higgins

### **Advisory Members / Co-optee Members present:**

### **Apologies:**

Robin Sansarpuri

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence had been received from Councillor Sansarpuri.

#### **2. ELECTION OF CHAIRMAN**

**RESOLVED:** That Councillor Seaman-Digby be elected as Chairman of the Corporate Services and Partnerships Policy Overview Committee for the 2017/2018 municipal year.

#### **3. ELECTION OF VICE CHAIRMAN**

**RESOLVED:** That Councillor R. Mills be elected as Vice Chairman of the Corporate Services and Partnerships Policy Overview Committee for the 2017/2018 municipal year.

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## **CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE - REVIEW TOPICS FOR 2017/18**

**Contact Officer:** Luke Taylor  
**Telephone:** 01895 250 693

### **REASON FOR ITEM**

To enable the Committee to agree a topic or topics to be reviewed by the Committee in 2017/18.

### **OPTIONS OPEN TO THE COMMITTEE**

The Committee is asked to select an area or areas within its remit to be reviewed. Officers will then provide a scoping report for the Committee that addresses Members' main concerns and puts forward an effective plan for the review.

Members can select multiple review topics, as well as specify whether it should be a major or minor review.

### **RECOMMENDATION TO THE COMMITTEE**

It is recommended that the Committee select "Staff Induction and Retention" and "Improving Resident Engagement" as its two minor reviews for 2017/18.

### **INFORMATION**

1. The Committee is responsible for undertaking the 'policy overview' role in relation to the Administration and Finance area of the Council. The full range of services under the Committee's remit is outlined in the terms of reference at the start of the agenda. These are primarily strategic policy and internal functions such as finance, property, personnel, democratic services, legal services, ICT, economic development, as well as equalities and diversity.
2. Previous experience from both Hillingdon and other Councils indicates that the Committee can have the greatest impact by focusing on a work programme agreed at the start of the Council year. Similarly, focusing upon one or two items at each meeting can help Members engage with the major issues and encourage stakeholder engagement.
3. At the previous meeting, held on 11 April 2017, Members discussed potential topics for a review. These have since been discussed with the officers, who provided the following feedback on potential review topics:

#### ***Staff Induction and Retention***

This topic was supported by the Committee at the meeting on 11 April 2017, and officers confirmed that it would be a suitable review topic for 2017/18, as it was an important continuation of the successful work the Committee did with regards to the review into Recruitment in Hillingdon, which was presented to Council on 20 April 2017.

### ***Council IT Equipment***

Officers concluded that a report would be sufficient at this time, as there was not enough substance for an entire review.

### ***School Bullying***

This item is not considered within the remit of the Committee's responsibilities.

### ***Homophobic Bullying***

This item was added to the Work Programme for an update item.

### ***Politics in Social Media***

It was concluded that this item was not within the control of the Council.

### ***Political Safeguarding and Safety at the Civic Centre***

This item was reviewed in 2010/11.

### ***Improving Resident Feedback and Engagement***

Officers concluded that this item had the potential for a minor review.

### ***Best Use of Space in the Civic Centre***

This topic was reviewed recently by officers.

### ***Lighting in the Civic Centre***

The Civic Centre Phase I LED Project is due to begin on 26 June. Further considerations regarding improved lighting controls are under consideration but this is at an early stage; as such, officers concluded that a review is not necessary.

### ***Apprenticeships in Hillingdon***

Officers advised that the new apprenticeships scheme was just introduced in April, and therefore is too new to review at this time.

### ***Volunteer Work in Hillingdon***

Officers concluded a review may be difficult to undertake at this stage without a coordinating organization for volunteering, and it was suggested a report be added to the work programme at this time, with the potential to look further at the item in the future.

## APPRENTICESHIPS AT HILLINGDON COUNCIL

**Officer Contact:** Mike Talbot  
**Telephone:** 01895 258 681

### REASON FOR ITEM

The Committee requested a briefing note providing an update on current progress following the introduction of the Apprenticeship Levy and Apprenticeship targets for public sector organisations.

### OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report.

### APPRENTICESHIP LEGISLATION

1. The Government have confirmed that the annual apprenticeship target for public sector organisations falling within scope of the legislation will remain 2.3% of the workforce headcount. The government have discounted basing the target on full-time equivalent (FTE) numbers.
2. It has also been confirmed that local authority targets and levy calculations will be based upon employees within councils and community schools. This has been a contentious issue, as local authorities have argued that there is limited opportunity to create apprenticeships within smaller community schools and that local authorities would be disproportionately challenged to meet the overall targets.
3. As expected, it was confirmed that apprenticeship targets would include both newly recruited apprentices and any existing employees who are 'retrained' through an apprenticeship. However, there are restrictions to what would be considered 'retraining' and this will not simply allow organisations to use the apprenticeship levy to provide existing staff training provisions.
4. An additional financial challenge for organisations has emerged, as the Government has indicated that employment agencies would be levied 0.5% workforce costs on any workers that they place on assignments. Employment agencies have indicated that they are unable to sustain this additional cost and the indications are that the industry will look to renegotiate contracts and placement costs, resulting in passing the burden onto organisations hosting temporary workers.
5. While there is no penalty for failing to utilise the apprenticeship levy, beyond the loss of the funds, there are consequences to public sector organisations failing to meet apprenticeship targets. It has been confirmed that failing to meet the target will mean that the organisation will be required to make a submission to the Government explaining why the target have not been met, how due regard for the target has been demonstrated, and what measures are in place to ensure the target will be met in subsequent years.

## **LBH APPRENTICESHIP TARGETS AND ESTIMATED LEVY**

6. Based on the Council's current headcount of 2,714 employees it has been anticipated that our apprenticeship target would be 63. Our levy contributions have so far been £34k per month or circa £410k p.a.
7. Based on a headcount of 3,009 eligible employees in community schools, an additional target of 69 apprenticeships is assumed and Finance has estimated an additional levy contribution of £319k.
8. In total, including the community schools workforce, the Council is anticipating an overall apprenticeship target of 132. This target will include newly recruited apprenticeships, as well as existing employees retrained through an apprenticeship. The target should be achieved as an average per annum over the 4-year period between 2017/18 and 2020/21.
9. The total levy amount, including community schools, is estimated at £729k p.a. The Government will provide an additional 10% 'top-up', which means the total levy amount available for apprenticeship training will be £802k p.a.

## **OFFSETTING THE LEVY**

10. As part of the BID workforce work-stream, it was identified that through converting vacant posts to apprenticeship posts the Council could 'offset' the cost of the levy due to the relatively lower salary costs required for apprentices. For example, converting a Scale 5 post to an apprenticeship post would reduce budget requirements by around £10k.
11. Meeting the Council's apprenticeship target (excluding community schools) of 2.3% of the workforce by converting 63 posts, would therefore easily offset the entire levy for the Council's workforce. However, this target is of course extremely ambitious, representing a ten-fold increase in the number of apprenticeships across the Council.
12. Workforce planning activity is in place to identify posts that are suitable for conversion. Posts have already been identified for conversion in Adult's Social Care, Operational Finance, Revenue & Benefits and the Insurance teams.
13. In total, the 18 posts already converted to apprenticeships will enable a workforce cost reduction of £183k.
14. The table in Appendix 1 indicates apprenticeship activity and additional opportunities by directorate and service.

## **RE-TRAINING UTILISING THE APPRENTICESHIP LEVY**

15. A second method of offsetting the levy is to identify where there is an opportunity to provide existing staff training through apprenticeships. A precursor for drawing down any apprenticeship levy for training is to identify an appropriate *Apprenticeship Standard* which can be used to provide the training. There are a wide range of Standards already available and in development. Each Apprenticeship Standard includes specific entry

requirements and an assessment plan outlining how the apprenticeship will be assessed and the requirements for successful completion.

16. In the last financial year, 34 existing employees attended first-line supervisory and management training funded by accessing government apprentice scheme grants. Similarly, this funding stream provided social care training for six employees and business administration and customer care training for 18 employees. This training can now be funded directly through the levy via an appropriate Apprenticeship Standard.
17. If, for example, we replicate last year's training provided through apprentice scheme funding using the levy, then these 58 employees would count towards our apprenticeship target and together with our newly appointed apprentices this would achieve the apprenticeship target (excluding schools).
18. There are a number of degree-based training programmes which can be accessed through the levy. For example, there are degree-level Apprenticeship Standards for Chartered Management, Digital & Technology Solutions, Chartered Surveyors and Solicitors with more in development, including an apprenticeship pathway for qualified Social Workers.

## **SCHOOLS APPRENTICESHIP OFFER**

19. Although it may be difficult for schools to employ apprentices, a 'schools' apprenticeship offer' is being developed allowing training of new and existing staff in roles such as teacher assistants. Schools would also be able to access levy-funded training in business administration, supervision & management, customer services and public services delivery. Apprenticeship Standards for the teaching profession are in development but there is currently no indication when these would be available.

## Appendix 1: Apprenticeship Activity by Directorate / Department

Function	Current Apprenticeship status	Future Opportunity
Administration directorate	4 apprenticeships within the legal team (3 already recruited) and 2 new roles in HR / L&D.	HR succession planning to replace all future leavers in non-management roles with Apprentices.
Finance directorate	2 new apprenticeships in Revenue & Benefits, 1 new accountancy apprenticeship in Operational Finance and 1 new Insurance apprenticeship.	2 more posts to be converted in Revenue & Benefits. Future Procurement vacancies potentially converted to new Standard.
Social Care directorate	5 new apprenticeships in Adult Social Care.	Review of contingent labour model may offer more opportunity in ASC. Introduction of social worker Standard will allow for retraining towards NQSW level.
Technical Administration	6 posts created in Business Support and Contact Centre.	If apprenticeship model is successful further opportunity to convert may be possible across admin and customer service roles.
Green Spaces, Sport & Culture	Already 4 ongoing horticulture apprenticeships in Green Spaces.	Exploring opportunities in Library Service. Potential of Venue Technician in Theatres and future country worker role.
Communications	1 new post agreed as part of recent restructure	
Asset & Development	4 existing craft apprenticeships	
Planning & Transportation	1 new post under consideration in Building Control	Apprenticeship Standard for planners in development.
ICT		A number of Standards available for all levels across ICT. Review of vacant posts will be conducted by HRBP's following restructure.
DD Resident Services		Meeting with Deputy Director week commencing 6 March



## CROSSRAIL TOWN CENTRE DEVELOPMENT

**Officer Contact:** Nigel Cramb

**Telephone:** 01895 250 394

### REASON FOR ITEM

Following on from the Town Centres Update that was introduced to the Committee on 29 November 2017, Members requested an update on how the Council are capitalising on Crossrail.

### OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report.

### CONTEXT

Policy Overview committee has previously considered and received updates on the ongoing investment in Hayes town centre, in terms of the traffic management schemes and the improvements to the urban realm.

The £6m Hayes Major Scheme, which is on track for completion later this summer, has included re-opening Station Road to two-way traffic, dedicated cycle lanes, and new and much improved street lighting throughout the town centre.

A landmark 'Gold Disc' has also been created celebrating the musical heritage of Hayes and the historic role of Hayes as the place where key inventions in telecommunications, sound recording, stereophonic sound, television and radar originated.

The Policy Overview Committee has heard how the Council is working in conjunction with Crossrail to deliver the next phase of improvements works, the new Hayes & Harlington Crossrail Complementary Measures (CCM)

This £3m scheme will focus on Station Road and the connecting underpass to Blyth Road, continuing down Station Road to the ASDA development at Fairey's corner.

Transport for London (TfL) are providing £1.8m funding as an extension to the major schemes grant and the balance comes from Section 106 contributions from the ASDA and the Old Vinyl Factory developments.

When the new Crossrail service opens through central London in December 2018, it will be known as the Elizabeth line, and when Hayes and Harlington Station opens, there will be up to ten trains an hour stopping at Hayes.

## **WIDER IMPACT OF CROSS RAIL**

Arising from these discussions, the Committee also asked for an update on the wider economic development opportunities, i.e. employment creation, inward investment that is being created by the development of the Crossrail scheme.

This report sets out to provide the Committee with an initial assessment on the impact that Crossrail is having.

## **BACKGROUND**

From the mid 1970s, Hayes has seen long-term decline in the manufacturing sector that once occupied significant acres of town centre land. The most high profile loss has been EMI, which employed a workforce in excess of 14,000 and occupied a reputed 150 acres when its factories were in full production in the 1960s.

Fairey Aviation, who later merged and traded as Westland, were also a prominent employer in Hayes, but like EMI, the business declined and Westland relocated (from the site now occupied by ASDA) in the 1960s. Nestles were the last major manufacturer to leave Hayes in 2015, and whilst by the time the factory closed it only employed just over 200 people, it was the last of the town's big manufacturing concerns to close.

Although the loss of EMI, Fairey and Nestles had an impact on the local economy, the growth of Heathrow and airport-related employment went some way cushioning the impact of the decline in the towns manufacturing industries. The closure of the factories, however, left Hayes with a legacy of acres of derelict and or underutilised employment land.

The biggest single area and most high-profile site has been that of the former EMI enterprise, which covered several acres and ran almost the entire length of Blythe Road.

## **PRE-CROSSRAIL**

There is a general misconception that pre-Crossrail, there had been little in the way of investment in Hayes. Undoubtedly, the 1970s and 1980s were difficult for the town as companies left or declined; however, the 1990s and early 2000s saw considerable investment in parts of Hayes. Foremost was the development of the High Point Village by Ballymore, who recognised the potential of Hayes some fifteen years in advance of Crossrail becoming operational.

The Blackstone Group, JER Partners and Resolution Property, created the London Gate employment park in Blythe Road and oversaw the refurbishment of the Shipping building, the first of the office buildings on what is now the Old Vinyl Factory site. The early 2000s also saw considerable investment in the former Safeway's headquarters complex, which ultimately developed to become Hyde Park and the home to Rackspace.

## **CROSSRAIL**

The impact of Crossrail has been significant, but it has been a long time coming. Whilst Crossrail has been in the design and development stage for a considerable number of years and Hayes was always earmarked as a transport interchange, it is arguable that until recently, the potential of Crossrail did little to stimulate investment. For example, the early to mid 2000s saw the London Gate development in Blythe Road stall due to lack of interest in the site.

In contrast, other town centres along the Crossrail line, both to the east and west of London, have reportedly been the recipients of investment long before Hayes and West Drayton. Ealing is probably a good local example of a town centre that is already benefitting from the potential of Crossrail.

### **FIRST SIGNS OF CROSSRAIL EFFECT**

The acquisition of the London Gate site in April 2011, by Cathedral Group PLC and Development Securities PLC (now U + I Group), was the first indicator that the potential of Crossrail and of Hayes was being recognised. The Cathedral Group's masterplan was for £250 million worth of mixed-use development, to include residential, commercial and community facilities. Whilst Cathedral's development team were excited by the history and potential of the site, the proximity to the Crossrail station has always been a major factor in Cathedral's investment.

The Cathedral Group have been followed by a number of other investors who have recognised the potential of Crossrail. SEGRO and their residential partner, Barratt London, secured the Nestles site and are looking to deliver a mixed use residential / commercial scheme. Their planning application has just been received.

Planning permission for Brickfield scheme at Silverdale Road has recently been secured. The 124-unit scheme incorporates the refurbishment of Shackles dock, a historic dock used when Hayes had brick making industry.

Whilst there has been some recent investment in Hayes in respect of a number of new cafes opening up, apart from those planned for as part of the Old Vinyl Factory, there is yet to be significant investment in the retail and leisure sector in Hayes town. However, this may materialise as some of the new residential developments fill up.

### **INVESTMENT AND EMPLOYMENT**

The office developments on the Old Vinyl site and Hyde Park, Hayes, give cause for optimism in terms of new employment opportunities. Additionally, the proposed leisure facilities on the Old Vinyl factory and the proposed new Premier Inn hotel and restaurant on the Hyde Park campus will again provide employment opportunities. Furthermore, these facilities will undoubtedly be a

boost to promoting Hayes as a destination for business, as well as supporting the existing commercial sector.

## **CHALLENGES**

The interest Crossrail has created in Hayes is, however, not without its challenges. The interest in Hayes tends to be primarily from residential developers and there are undoubtedly substantial profits to be made in being able to change the designation of land and buildings, so they can be used to provide residential accommodation.

The planning prior approval process, whereby commercial buildings can be converted to residential use without the need for a full planning application, has been used in Hayes to convert a number of commercial buildings. The most high-profile was Trident house, the previous regional office for the Avis car rental company. The building was converted to provide 98 one-bed apartments. The proximity of the Trident house to the Crossrail station was an obvious attraction.

Furthermore, the attraction of converting ageing 'low annual yield' employment sites into residential developments is an area for concern. The attraction to the owners is that they potentially secure significant levels of profit over a short time period, rather than the year-on-year relatively low levels of income.

Many of these low yield sites, however, provide a range of local employment.

The impact of these changes to the employment infrastructure of Hayes are unclear, but many of the 'low yield' sites traditionally offer low-skilled but relatively well paid employment and tend to be taken by local residents.

Equally, the loss of the Nestles factory could be regarded as a negative impact of Crossrail. The sale of the site & Nestles decision to relocate their production to Derbyshire could have been influenced by the potential value the site would attract.

Crossrail's connectivity and speed will certainly open up opportunities to some residents, and new jobs are being created locally e.g. on the Old Vinyl factory and in the logistics sector. However, it is too early to judge the impact of Crossrail on employment.

The investment in the logistics sector in Hayes has been significant. Prologis and SEGRO have both secured sites in, and around, the centre of Hayes, however, this investment is more likely to be motivated by the close proximity to Heathrow than the imminent arrival of Crossrail. The opening of the Hayes ASDA in the summer of 2015, which created some 300 jobs, is another example of non-Crossrail related investment in Hayes town.

## **CONCLUSIONS**

Crossrail is a significant driver for residential investment.

The potential of Crossrail has secured a genuine mixed use development in the Old Vinyl Factory.

Crossrail has not yet had a major impact on retail / leisure investment outside of the Old Vinyl Factory, but the combination of the town centre improvements programme and the investment in the residential sector, combined with Crossrail commencing operation could change that.

The growth in the logistics sector in Hayes is not driven by Crossrail, but an example of other factors driving investment.

It is too early to judge the impact of Crossrail on local employment.

Crossrail is important, in that it carries with it the promise of improvement and of prosperity and investment. It is seen as a positive development and a development to be welcomed. This is an important feature in the run up to Crossrail being operational.

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# Agenda Item 8

## LONDON BOROUGH OF HILLINGDON ACTION ON MODERN SLAVERY ACT

**Officer Contact:** Darren Thorpe

**Telephone:** 01895 556871

### REASON FOR ITEM

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

### OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report.

### INFORMATION

Further to the previous report on Modern Slavery at the Corporate Services and Procurement POC meeting held on 2 February 2017, this update relates to Members' subsequent enquiry regarding the Council's supply chain.

From the beginning of the procurement process, the issue of modern slavery is addressed through the Council's documentation, such as the Invitation to Tender (ITT) and Selection Questionnaire (SQ), seeking responses from potential providers / bidders regarding their policies and procedures in relation to the Modern Slavery Act.

In reference to existing contracts, staffing issues such as turnover and pay and conditions (e.g. zero hours-based contracts) are monitored, particularly for high-risk service areas, such as Social Care (e.g. Home Care and Outreach Services).

Furthermore, Officers co-operate with the Home Office where activities such as trafficking / slavery are suspected amongst our supply base or companies located in the borough.

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# Agenda Item 9

## UPDATE ON THE REVIEW INTO TACKLING SOCIAL HOUSING FRAUD

**Contact Officer:** Garry Coote  
**Telephone:** 01895 250369

### REASON FOR ITEM

To provide the Committee with an update on the impact of the review into tackling Social Housing Fraud that was undertaken in 2014/15.

### OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report.

### BACKGROUND INFORMATION

1. During 2014/15, the Corporate Services and Partnerships Policy Overview Committee completed a review into tackling Social Housing Fraud.
2. The aim of the review was to examine the work which this Council carries out in relation to the detection of Social Housing Fraud and to investigate other measures which could be used to save this Council money and to recover Social Housing, which is being fraudulently used.
3. The following is a summary of the main findings and recommendations from the review with an update on the current position:
  - a. That the Corporate Fraud Investigation Team be congratulated for the work they have carried out in relation to the detection of Social Housing Fraud and for the reclaiming of housing resources for residents in the Borough.

***Since the project was introduced in 2010, the Corporate Fraud Investigation Team (CFIT) has recovered 324 Council properties which have been re-let to residents in genuine housing need. 194 properties have been reclaimed in the last three financial years.***

- b. That officers be asked to approach other Registered Social Landlords (Housing Associations) which provide social housing for residents of the Borough to enable investigations to take place into any potential Social Housing Fraud.

***Officers from the CFIT attended Hillingdon Registered Social Landlords (RSL) meetings to advise on the services available to assist RSLs with investigations and evidence gathering into Social Housing Fraud. RSLs operate in a different business culture to Local Authorities and therefore are reluctant to take legal action against tenants. To date, no RSLs have approached the CFIT for assistance with fraud investigations***

- c. That officers be asked to investigate those measures which were raised during the review to make unsuspecting sub-letters aware if they were about to rent a social housing property.

***Two different approaches have been made to this issue. The first approach has been discussions with the contractors who carry out annual gas safety checks***

**on Council properties. These contractors have been briefed on what to look out for to identify social housing fraud. They have sent referrals directly to CFIT if they have any suspicion that the property has been sub-let. The second approach will be introduced early in 2017/18. All quarterly rent statements to Council tenants will include a reminder of the rules of their tenancy agreement which prohibits sub-letting and a warning of the consequences if sub-letting is detected. The note also prompts tenants to report any suspicions they have that their neighbours are sub-letting their property.**

- d. That consideration be given to the Council applying for Compensation Orders when people are convicted of Social Housing Fraud, to enable compensation to be paid to the victims of the crime.

**Compensations orders are now considered in all prosecutions.**

- e. That Officers be asked to consider witnesses counter-signing tenancy agreements for social housing tenants and to send annual reminders to tenants explaining their responsibilities under their tenancy agreements.

**Since the review the process of signing Tenancy Agreements has become more robust. Operational procedures are in place to ensure that Officers fully explain to new tenants that sub-letting is a criminal offence liable to prosecution. A reminder of these conditions is included in all tenancy reviews and will be included in Rent Statement shortly.**

- f. That training is offered by Council Officers to Local Magistrates on the complexities involved in social housing and on the issues which Local Authorities face as social housing landlords.

**Based on their previous experiences of approaches to Magistrates with the offer of guidance and training on offenses against the Local authority, the Legal Service team did not recommend the offer of training should be made. On previous approaches the message from the Court was very clear that any influence from the Local Authority could be viewed to be in breach of Article 6 (Rights to a Fair Trial). The Clerk of the Court is responsible for advising the Magistrates on appropriate action against offences and the Clerk is well informed on Social Housing Fraud.**

- g. That Officers be asked to include a Social Housing Fraud Policy within the Council's Anti-Fraud Strategies and Policies.

**A Social Housing Fraud policy has been included within the Council's Anti-Fraud Strategy.**

## **CABINET FORWARD PLAN**

**Contact Officer:** Luke Taylor  
**Telephone:** 01895 250 693

## **REASON FOR ITEM**

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

## **OPTIONS OPEN TO THE COMMITTEE**

1. Decide to comment on any items coming before Cabinet.
2. Decide not to comment on any items coming before Cabinet.

## **INFORMATION**

1. The Forward Plan is updated on the 15<sup>th</sup> of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

## **SUGGESTED COMMITTEE ACTIVITY**

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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Ref	Upcoming Decisions	Further details	Ward	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
<b>Residents Services SC = Social Care AD = Administration FD= Finance</b>									
<b>Cabinet - 22 June 2017</b>									
197	<b>Dynamic Purchasing System (DPS) for Homecare and Outreach Services</b>	Cabinet will consider a DPS being established for homecare and outreach services. This flexible electronic procurement system will allow new providers to join at any time and will enable the Council to address the needs of adults and children for quality homecare.	All		Cllr Philip Corthorne / Cllr David Simmonds CBE	FD/SC - Gary Collier / Nina Durnford		<b>NEW</b>	Private (3)
181	<b>Heathrow expansion: consultation on a Draft Airports National Policy Statement</b>	The Government have issued a consultation on a Draft Airports National Policy Statement titled: "new runway capacity and infrastructure at airports in the south-east of England". Hillingdon Council will provide a robust response on behalf of residents and communities affected and Cabinet will be asked to officially note it after submission.	All		Cllr Ray Puddifoot MBE	RS / AD - Val Beale / Chris Mansfield / Raj Alagh			Public
184	<b>Budget 2016/17 Outturn</b>	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand			Public
<b>Cabinet Member Decisions - June 2017</b>									
196	<b>Semi-independent living - procurement approach</b>	Cabinet Members will receive a report setting out the procurement direction for semi-independent living services and make any necessary contract decisions required.	All		Cllr Ray Puddifoot MBE / Cllr Philip Corthorne	FD/SC - Paul Whaymand, Pauline Moore, Sidgoree Nelson		<b>NEW</b>	Private (3)

**Cabinet - 27 July 2017**

194	<b>Provision of the Council's 24-hour Telecare Monitoring Service</b>	Cabinet agreement will be sought for the award of a 3 year contract for the provision of a 24-hour telecare service allowing older and more vulnerable residents to live independently and securely in their own home.	All		Cllr Philip Corthorne	RS/FD - Manesh Patel / Alison Mayo		Private (3)
182	<b>Managed Print Services</b>	Cabinet will consider a new contract, following competitive tender, for all the Council's managed print services for staff, Members and residents, which include scanning, copying and integration with the wide-range of modern devices used. The contract will reflect changing printing requirements for staff internally, given greater mobile working, use of Google and the ongoing streamlining of paper-based processes. The contract also provides for photocopying/printing facilities for residents in the Borough's public facilities, e.g. libraries.	N/A		Cllr Jonathan Bianco	RS / FD - Jo Allen		Private (3)
187	<b>Award of Contract: Care and Wellbeing Service in Extra Care</b>	Cabinet will be asked to accept a tender of up to seven years for the provision of a care and wellbeing service to the tenants of Hillingdon's four extra care sheltered housing schemes, two of which are due to open in 2018. The award of contract request will follow a competitive tender process.	Various		Cllr Philip Corthorne	SC - Gary Collier		Private (3)

## WORK PROGRAMME 2017 - 18

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
15 June 2017	CR4
25 July 2017	CR4
21 September 2017	CR4
10 October 2017	CR4
7 November 2017	CR4
4 January 2018	CR4
1 February 2018	CR4
7 March 2018	CR4

## 2017 - 2018 DRAFT Work Programme

<b>15 June 2017</b>	Minor Review I - Future Review Topics & Scoping Report
	Update Item - Crossrail Town Centre Development
	Report - Council Apprenticeships Scheme
	Update Item - LBH action on Modern Slavery Act
	Update on Previous Review - Tackling Social Housing Fraud
	Cabinet Forward Plan
	Work Programme

<b>25 July 2017</b>	Minor Review I - First Witness Session
	Budget Planning Report for Administration and Finance Directorates
	Report - Homophobic Bullying in Schools
	Update Item - Heathrow Business Rates
	Cabinet Forward Plan
	Work Programme

<b>21 September 2017</b>	Minor Review I - Final Recommendations
	Minor Review II - Future Review Topics
	Report - Politics & Social Media
	Cabinet Forward Plan
	Work Programme

<b>10 October 2017</b>	Minor Review II - Scoping Report
	Report - Council ICT for Staff
	Update on Review Implementation - Recruitment in Hillingdon
	Cabinet Forward Plan
	Work Programme

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Corporate Services & Partnerships Policy Overview Committee - 15 June 2017

Part I – Members, Public and Press



<b>7 November 2017</b>	Minor Review II - First Witness Session
	Update on Review Implementation - Safety at Civic Centre
	Cabinet Forward Plan
	Work Programme
<b>4 January 2018</b>	Minor Review II - Final Recommendations
	Draft Budget Proposals Report for Administration & Finance 2018/19
	Report - Volunteering in Hillingdon
	Cabinet Forward Plan
	Work Programme
<b>1 February 2018</b>	Draft Budget Proposals 2018/19 - Comments from Policy Overview Committees
	Report - Lighting at the Civic Centre
	Cabinet Forward Plan
	Work Programme
<b>7 March 2018</b>	Report - Best use of space at the Civic Centre
	Cabinet Forward Plan
	Work Programme

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