



HILLINGDON
LONDON



Corporate Services and Partnerships Policy Overview Committee

Date: TUESDAY, 25 JULY 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)

Wayne Bridges

Jazz Dhillon

Beulah East

Duncan Flynn

Raymond Graham

Henry Higgins

Robin Sansarpuri

Published: Monday, 17 July 2017

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<http://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CId=243&Year=0>

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Lloyd White

Head of Democratic Services

London Borough of Hillingdon,

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

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
Thursday, 15 June 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 Richard Mills (Vice-Chairman)
Beulah East
Jazz Dhillon
Wayne Bridges
Duncan Flynn
Raymond Graham
Henry Higgins
Robin Sansarpuri

Apologies:

Scott Seaman-Digby

Officers Present:

Neil Fraser - Democratic Services Officer
Chris Mansfield - Deputy Director of Planning and Transportation
Muir Laurie - Head of Business Assurance
Nigel Cramb - Manager, Partnerships and Business Engagement
Mike Talbot - HR and OD Service Manager
Darren Thorpe - Strategic Sourcing Manager

4. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Seaman-Digby (Councillor Richard Mills in the Chair).

5. DECLARATIONS OF INTEREST

None.

6. MINUTES OF THE PREVIOUS MEETINGS

RESOLVED: That the minutes of the meetings held on 11 April and 11 May 2017 be approved as a correct record.

7. EXCLUSION OF PRESS AND PUBLIC

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

8. MINOR REVIEW I - FUTURE REVIEW TOPICS & SCOPING REPORT

Mike Talbot, HR and OD Service Manager, introduced the scoping report for the first minor review of the municipal year, on the topic of 'Employee Induction and Retention.' Members were reminded that the topic was supported by the Committee at its meeting of 11 April 2017.

Mr Talbot highlighted key points from the report, and Members were informed that in the 2016/17 financial year, the Council's total employee turnover was 17.7%, with 503 staff leaving across the year. The employee headcount at the end of the year was 2840. However, voluntary turnover was 10.3% (293 resignations) whereas non-voluntary turnover was 7.4% (210 leavers), for the reasons as set out in the report (retirement, dismissal etc). It was expected that these turnover figures would remain broadly similar over the next 4-5 years.

Redundancy and efficiency was confirmed to be the most significant reason for non-voluntary leaving, with efficiency explained as the dismissal of a staff member unable to adapt to changing requirements of the role, rather than due to the removal of the role itself.

Members were informed that staff leaving was not always a negative, and that often this allowed the Council the opportunity to undertake staffing and efficiency reviews. In addition, the more staff that left voluntarily, the less staff would need to be asked to leave on a non-voluntary basis. It was highlighted that an ageing workforce could result in stagnation that could prove harmful, and a regular influx of new staff with fresh viewpoints and new ideas was healthy for an organisation.

Staff members were more likely to leave within their first year of service than at any other point, with 23.7% of leavers having less than one year of full service. Additional work was needed to understand why this was the case, though it was suggested that this may be due incorrectly describing the role or Council culture. The exit interview tool, available from July 2017, would provide additional data once live.

Regarding the induction process, the Council utilised an online e-learning system to manage staff induction packages. This was available for new permanent staff, agency workers, and managers. The induction process included a checklist to monitor the delivery of essential information and the completion of required activities. These included health and safety exercises, training policies including data protection, and a meeting with the Chief Executive. Higher graded officers were given a formal introduction to the Hillingdon Improvement Plan (HIP).

Due to the difficulty in recruiting and retaining permanent children and families social workers, an enhanced induction was introduced in the C&YPS directorate, which included a face-to-face meeting with the Director of Social Care and the Deputy Director of Children's Services.

The induction events were confirmed to be on a timed schedule, so it was highlighted that some new starters would need to wait longer than others for certain activities (such as meeting the Chief Executive.) In addition, Mr Talbot clarified that

meetings held as part of the induction process were initially within teams/departments, before widening to include colleagues in other service areas.

Members sought clarity on whether the Council was sufficiently acting on ideas submitted by staff, and whether this could have had an impact on the number of staff leaving. Mr Talbot confirmed that all staff members were encouraged to submit ideas, often via 'money box' suggestions. All ideas would be considered, as it was recognised that innovation was the only way that the Council would be able to properly make the service changes that were required.

Lines of enquiry for the review ahead were proposed as set out in the report. Members agreed to the proposals, and suggested that, if possible, witnesses be sought that included a new starter within their first year of Council employment (3-6 months), an employee with a disability, and someone from the private sector who could provide a comparison to public sector inductions.

RESOLVED: That the draft scoping report be noted.

9. COUNCIL APPRENTICESHIPS SCHEME

Mike Talbot, HR and OD Service Manager, introduced a briefing note updating Members on the Council's progress following the introduction of the Apprenticeship Levy and Apprenticeship targets for public sector organisations.

The Committee was informed that the annual apprenticeship target for public sector organisations within scope of the legislation was 2.3% of the total workforce headcount. This included employees within community schools, which was challenging as there was limited opportunity to create apprenticeships within smaller community schools.

The Government had confirmed that employment agencies would be levied 0.5% workforce costs on any workers placed on assignments. Agencies had since confirmed that they were unable to sustain this cost, and would be seeking to renegotiate contracts and placement costs, resulting in passing the financial burden onto Local Authorities and other organisations hosting temporary workers.

There was no penalty for failing to utilise the levy, beyond the loss of the funds, but there were consequences for public sector organisations failing to meet their apprenticeship targets. In such an instance, the organisations would be required to write to the Government explaining why the target had not been met, how due regard for the target had been demonstrated, and what measures were in place to ensure the target would be met in subsequent years.

It had been identified that the Council could 'offset' the cost of the levy by converting vacant posts to apprenticeship posts, due to the relatively lower salary costs required for apprentices. The 18 posts already converted to apprenticeships would enable a workforce cost reduction of £183k.

In addition, existing staff could be re-trained through apprenticeships. In the last financial year, 34 existing employees attended first-line supervisory and

management training funded by accessing government apprentice scheme grants. Similarly, 6 employees were trained in social care, and 18 employees attended business administration and customer care training. It was confirmed that, if this was replicated for the year ahead, using the levy, then these 58 employees would count towards the Council's apprenticeship target. Together with the newly appointed apprentices, this would ensure that the Council achieved the apprenticeship target (excluding schools).

Members sought clarity on whether apprentice roles would go on to be filled by new apprentices, once the previous apprenticeship had been completed. Mr Talbot confirmed that this was the case, with apprentice roles ongoing. However, it was highlighted that the Council endeavoured to retain newly qualified apprentices (dependant on a vacant role being available). Succession plans and contracts with agencies allowed the Council to hold vacant roles until a suitable apprentice completed their apprenticeship.

In addition, Members requested confirmation of whether apprenticeships were offered to local residents. In reply, it was confirmed that most apprentice roles were filled by local residents, though a small number were filled by people who lived outside of the Borough. Recruitment was targeted at local residents via the media and local fairs, and it was felt that local residents were preferable as they were likelier to remain under Council employment once they qualified. Logistics, including travel time and feasibility, were discussed as part of all interviews.

RESOLVED: That the report be noted.

10. CROSSRAIL TOWN CENTRE DEVELOPMENT

Nigel Cramb, Manager - Partnerships and Business Engagement, updated the Committee on how Crossrail was stimulating Town Centre development. In terms of the wider economic development opportunities being created by the development of the Crossrail scheme, Mr Cramb endeavoured to set the wider context.

From the mid 1970s, Hayes had seen long-term decline in the manufacturing sector, with the most high profile loss being EMI, which employed a workforce in excess of 14,000 and occupied approximately 150 acres. Other prominent employers, such as Fairey Aviation and Nestles, had since closed. However, the growth of Heathrow and airport-related employment somewhat mitigated the impact of the decline of the area's manufacturing industries. Nevertheless, the closure of the factories left Hayes with underutilised employment land, including that of the former EMI enterprise.

Pre-Crossrail, Hayes saw considerable investment in the 1990s and early 2000s, including development of the High Point Village by Ballymore, the creation of the employment park in Blyth Road by The Blackstone Group, JER Partners and Resolution Property, and the former Safeway's headquarters complex, which was developed to become Hyde Park and the home to Rackspace.

Town centres along the Crossrail line, both to the east and west of London, had been the recipients of investment before Hayes and West Drayton, with Ealing a

good example of a town centre that, due to its closer proximity to London, was already benefitting from the potential of Crossrail.

Since then, the proximity to the Crossrail station had been a major factor in investment, seen in the U+I Group's acquisition of the London Gate site in April 2011. The site acquired for the £250m worth of mixed-use development, including residential, commercial and community facilities.

This was followed by a number of other investors such as SEGRO and their residential partner, Barratt London, who had secured the Nestles site and were planning to deliver a mixed use residential / commercial scheme. It was expected that additional residential developments and subsequent employment opportunities would be forthcoming as people moved into the area to populate such developments.

Challenges to the Council included striking the appropriate balance between residential and commercial building development. In addition, the conversion of ageing 'low annual yield' employment sites into residential developments could result in owners only interested in profit over a short time period, rather than year-on-year levels of income. However, it was noted that many of these low yield sites provided a range of local employment. Crossrail's connectivity and speed was expected to increase employment opportunities to some residents, however, it was too early to judge the impact of Crossrail on employment.

Members were concerned that certain areas, such as Pinkwell, had seen significant increases in property and rent prices. This had resulted in some renters, many of whom were subsidised by the Council, being evicted due to being unable to meet their rent obligations. In addition, many new investors in the area were choosing to keep their properties vacant, having only purchased properties in order to sell them on for a quick profit.

In response, Chris Mansfield confirmed that this was a result of the impending Crossrail, together with Central London's need for additional housing being pushed out to Greater London, and that some of these outcomes were inevitable. However, certain areas were being safeguarded from investment as the need for balance of homes vs. workforce areas was recognised. The proposed new SEGRO application, if approved, would include a requirement for a significant amount of affordable housing within the scheme. Such requirements were likely to be replicated in future schemes. In addition, many schemes were now required to be mixed-use, to provide residential, business and community facilities.

The issue of businesses requiring skilled workforces being replaced by comparatively lower skilled industries such as bars and restaurants was raised. Members inquired as to what Hillingdon was doing to promote industries requiring a highly skilled workforce.

Mr Cramb confirmed that whilst Hayes had experienced a change in its employment makeup from the manufacturing heyday of the 1960S there were examples of Hayes based high tech companies requiring a highly qualified workforce. The new Rackspace development and the Central Research Laboratory on the Old Vinyl

factory site would employ a workforce that would be well above entry level, and the Council was supporting similar schemes from U+I Group and other organisations to bring the manufacturing industry back to the area. Evidence of this could be seen from the development of the Old Vinyl site, and it was expected that this development would attract further similar investment moving forward.

Members sought clarity on whether there was sufficient provision for community services such as GPs and schools to cope with the increased residential developments within the area. It was confirmed that research was being undertaken to identify the infrastructure needed to support services such as public health, schools, and public transport, and officers were confident that service demand could be accommodated. Future planning applications would also be requested to include Section 106 contributions to mitigate any negative impact of their development.

RESOLVED: That the report be noted.

11. LBH ACTION ON MODERN SLAVERY ACT

Darren Thorpe, Strategic Sourcing Manager, updated the Committee on actions taken by Hillingdon relating to the Modern Slavery Act.

Members were reminded that, following the previous report on Modern Slavery at the Corporate Services and Procurement POC meeting of 2 February 2017, a request was made for an update on the Council's supply chain.

The Committee was informed that the Council's procurement process addressed the issue of modern slavery through documentation, such as the Invitation to Tender and Selection Questionnaire, which sought answers from potential providers / bidders regarding how they abided by the Modern Slavery Act.

With regard to existing contracts, staffing issues such as turnover and pay and conditions, (e.g. zero hours contracts) were monitored, particularly for high risk areas such as Social Care. In addition, officers cooperated with the Home Office where activities such as trafficking or slavery were suspected amongst companies located in the Borough. Any provider found guilty of an incident would be barred from tendering for future contracts.

Hillingdon staff was encouraged to carry out training modules on ethical procurement.

RESOLVED: That the report be noted.

12. UPDATE ON PREVIOUS REVIEW - TACKLING SOCIAL HOUSING FRAUD

Chris Mansfield, Deputy Director of Planning and Transportation updated Members on the impact of the review into tackling Social Housing Fraud, undertaken in 2014/15. Mr Mansfield was updating the Committee on behalf of Garry Coote, Corporate Fraud Investigation Manager, who was unable to attend the meeting.

The main findings and recommendations on the review, and their subsequent actions, were relayed to Members as set out in the report.

With regard to the final recommendation, 'that officers be asked to include a Social Housing Fraud Policy within the Council's Anti-Fraud Strategies and Policies', it was confirmed that a draft Anti-Fraud & Anti-Corruption Strategy had been taken to the Audit Committee in March 2017 for comment, and was still in the process of being updated, for final approval later in the year. Muir Laurie, Head of Business Assurance, confirmed that a Social Housing Anti-Fraud Strategy was to be produced as part of this exercise.

Members requested details of how the team's work in reclaiming council homes was impacting fraud cases moving forward. It was confirmed that a number of benchmarking exercises were being conducted to review performance versus neighbouring authorities, though it was recognised that each authority was unique. It was expected that as the team's reputation grew, instances of fraud would reduce.

Regarding recommendation 3e, Members asked for confirmation that witnesses were counter-signing tenancy agreements, as per the recommendation. In Mr Coote's absence, officers were unable to confirm this, but agreed that an answer would be forwarded to Members after the meeting.

Members asked officers to convey their thanks to Garry Coote and his team for all of their efforts.

RESOLVED:

1. That the report be noted; and
2. That officers ensure an answer to the Committee's question regarding recommendation 3e be forwarded to all Members by email.

13. FORWARD PLAN

RESOLVED: That the forward plan be noted.

14. WORK PROGRAMME 2017/2018

RESOLVED: That the work programme be noted.

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HOMOPHOBIC BULLYING IN SCHOOLS

Contact Officers: Luke Taylor
Telephone: 01895 250 693

REASON FOR ITEM

That the Chairman requested a presentation to the Committee from Stonewall.

OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report and presentation.

BACKGROUND

- At the last meeting of the Committee held on 11 April 2017, the Chairman suggested homophobic bullying could be a potential review topic for the Committee.
- As an alternative, it was suggested that an item come to the Committee to discuss homophobic bullying in schools, and the Chairman suggested that Stonewall may wish to present to the Council with information on this matter.
- At this meeting, there will be a presentation from Ms Sarah Rose of Stonewall, who will then take questions from Members.
- The Stonewall School Report and Education Equality Index 2017 report offer some background reading on the subject, and can be found online at www.stonewall.org.uk.

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2018/19 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE

Contact Officer: Iain Watters
Telephone: 01895 556357

REASON FOR ITEM

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work with regard to services within the remit of Corporate Services and Partnerships Policy Overview Committee. This paper gives a strategic context in which the detailed proposals, to be discussed at Policy Overview Committee meetings in January 2018, will need to be considered.

OPTIONS AVAILABLE TO THE COMMITTEE

It is recommended that the Committee notes the financial context in which the 2018/19 budget setting process will take place, in advance of detailed savings proposals being developed and approved at Cabinet in December 2017.

INFORMATION

1. This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2018/19. The focus of this report is the broader financial position of the Council, alongside signposting major issues within those services within the remit of the Corporate Services Policy Overview Committee. The report, to be considered in January 2018, will set out the detailed budget proposals for the Group, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 14 December 2017.

Corporate Summary

2. While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
3. The budget report to Council in February 2017 identified the savings requirement for 2018/19 as £22.2m, with £5.0m planned drawdown from balances and £1.1m previously developed and approved savings initiatives reducing the remaining budget gap to £16.1m.
4. The announcement of £2.9m additional Social Care funding through the Improved Better Care Fund in March 2016, and an additional £1.6m released from the Council's Collection Fund at outturn following a review of the approach taken to accounting for doubtful debts, further reduces the gap to be managed to approximately £11.6m.
5. In terms of external funding, there is expected to be limited scope for material movement as the Council will enter the third year of the Multi Year Settlement in 2018/19, under the terms of which Revenue Support Grant and baseline levels of funding from Business Rates are

already determined. For locally raised income from Council Tax and Business Rates, taxbase growth projections are based upon a rounded assessment of likely growth and again are therefore expected to provide limited scope to further reduce the budget gap. Beyond 2018/19, the national political context following the EU Referendum and 2017 General Election presents considerable uncertainty, both in terms of Government policy that may impact upon local authorities and specifically the local government finance system.

Strategy to deal with the budget gap

6. The Council remains strongly placed to deal with the challenges ahead. We have a good track record of coming in or under budget each year, and retain balances of £38.7m by the end of 2016/17, although £14.5m of that is expected to being drawn down from 2017/18 to smooth the impact of Government funding reductions. As in previous years, development of savings will fall under five broad themes:
 - Service Transformation - capturing the efficiencies delivered through the Council's well established Business Improvement Delivery Programme;
 - Effective Procurement - driving best value from both re-letting existing contracts and reviewing models for service delivery where appropriate;
 - Income Generation & Commercialisation - reviewing Fees and Charges while maintaining charges at 90% of neighbouring authorities, alongside initiatives to ensure the Council's commercial offer delivers Value for Money to the Council Taxpayer;
 - Preventing Demand - initiatives such as the Supported Living Programme where investment in early intervention and other support can avoid more costly intervention at a later date; and
 - Zero Based Reviews - a range of projects including line-by-line reviews of 2016/17 outturn to ensure that service budgets reflect current levels of activity.

MTFF process update

7. The timetable for the budget process has been refreshed and the first MTFF sessions with Groups took place during early July, to review the detailed budget proposals developed by each group. Progress on the development and delivery of these proposals will be monitored monthly by Business Transformation Board, HIP Steering Group and the Leader of the Council throughout the remainder of the year.

Timetable for 2016/17 Budget

8. The broad timetable is as follows:

Process	Timetable
Monthly BTB updates (March 2017 to Feb 2018)	Monthly
Zero Based Reviews & Review of 2016/17 Outturn	April - June
MTFF Scoping Sessions - BID & Procurement	June
MTFF Review (1) – 1 st Challenge Sessions	July
Initial Draft MTFF Report to Leader	July

MTFF Review (2) – 2 nd Challenge Sessions	Sept/Early October
Leader review of MTFF	November
Provisional Local Government Finance Settlement	December
Draft MTFF reported to Cabinet	December
POC review of draft Group Plans and budget proposals	January
Final Local Government Finance Settlement	January
Council Tax setting	February

Budget Planning within the remit of Corporate Services Policy Overview Committee

Summary of Key Financial Issues

9. The following information highlights key issues identified in the 2017/18 budget, setting report and subsequent monitoring activity, which will continue to be closely tracked through the 2018/19 budget setting process. At present, there are no specific emerging risks or pressures in relation to those services within the Committee's remit.
10. The 2017/18 budget, approved by Members in February 2017, included £1,025k savings across the Chief Executive's Office and Finance, with a further £1,993k savings from Corporate Services within Residents Services. As of May 2017 (Month 2), these £3,018k savings are reported to be on track to be fully delivered.
11. In addition to this programme of savings, specific contingency items were included in the 2017/18 budget in relation to uninsured claims and the apprenticeship levy. An update on the latest position for each of these contingency items follows.
12. In the case of uninsured claims, the level of contingency provision was set at £291k, a reduction of £50k from 2016/17 to reflect recent experience with additional capacity within a dedicated earmarked reserve to manage any exceptional or high value claims. As of May 2017, no variance is reported against this contingency item.
13. Contingency provision of £559k is held to fund payment of the Apprenticeship Levy, a new charge upon employers introduced by the Government from April 2017 at 0.5% of payroll costs in excess of £3,000k per annum. On the basis of the Council's full-budgeted establishment, the levy cost was estimated at £559k per annum, with actual levy payments now expected to total £381k, delivering a £178k underspend in 2017/18. In the absence of any material increase in the Council's workforce, this level of expenditure is expected to be maintained into 2018/19, reducing the contingency requirement.
14. A cross-cutting saving of £559k was included within the 2017/18 budget in order to off-set the expected cost of the levy, which is being delivered through an on-going review of the Council's approach to the training and use of apprenticeships. As of May 2017, it is expected that this saving will ultimately be delivered in full through greater use of apprenticeships across the organisation.
15. The 2017/18 - 2021/22 Capital Programme, approved by Members in February 2017, included provision for £9,980k investment in the Civic Centre Works Programme, Property

Works Programme and Corporate Technology and Innovation Programme, all fully financed from the Council's own resources. As at Month 2, no variances are reported across these corporate capital programmes.

Next Steps

16. The Medium Term Financial Forecast, setting out the draft revenue budget and capital programme, will be considered by Cabinet on 14 December 2017 and issued for consultation during the remainder of December 2017 and January 2018. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

BACKGROUND PAPERS

The Council's Budget: General Fund Revenue Budget and Capital Programme 2017/18 – reports to Cabinet 16 February 2017 and Council 23 February 2017.

MAJOR REVIEW - HR RECRUITMENT PROCESS

Contact Officers: Luke Taylor
Telephone: 01895 250 693

REASON FOR ITEM

To note the report and evidence given to the Committee regarding the review on Employee Induction and Retention.

OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to listen to the witness sessions and comment on the report which will progress the review.

BACKGROUND

- At the last meeting of the Committee held on 15 June 2017, approval was given to this Committee's next review topic on Employee Induction and Retention.
- At this meeting, Members will discuss further information on the review using the terms of reference that were set at the last meeting:
 1. *To review the current employee induction process at both junior and senior levels and how employees become culture fit within a democratic organisation;*
 2. *To review the retention rate / turnover of staff and activity current in place to support the retention of staff;*
 3. *To seek out examples of best and novel practices from the private, public and other sectors in both induction arrangements and how organisations seek to retain their high calibre staff; and*
 4. *To make positive recommendations to the Cabinet on any improvements in working practices or operations.*
- Employees from the Council will also be in attendance to give evidence to the review and answer any questions Members may have.

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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 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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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
Residents Services SC = Social Care AD = Administration FD= Finance									
Cabinet - 27 July 2017									
199	Heritage Lottery Fund Bid for Cranford Park	Cabinet will be asked to consider authorising a bid, on behalf of the Council, to the Heritage Lottery Fund for enhancements to Cranford Park, near Heathrow	All		Cllr Jonathan Bianco / Cllr Richard Lewis	RS - Charmian Baker		NEW	Public
203	House Building Programme - General Needs Housing Development	A report will be presented to Cabinet on the appointment of lead consultant and architect for Tranche 4 of the General Needs Housing Programme. This will support housing needs requirements in the Borough.	Brunel, Harefield, Townfield		Cllr Jonathan Bianco	RS - Edward Knott		NEW	Private (3)
203	Mixed Rubble Contract	It is proposed to let a contract for the receipt and processing of mixed rubble from Highways arisings, hard core material and also bulky waste. The recommended tenderer(s) will be forward to the Cabinet for approval.	All		Cllr Keith Burrows	RS - Robert Williams / Allison Mayo		NEW	Private (3)
194	Provision of the Council's 24-hour Telecare Monitoring Service	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	Managed Print Services	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, eg. libraries.	N/A		Cllr Jonathan Bianco	RS / FD - Jo Allen			Private (3)
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Agenda Item 9

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

15 June 2017	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

25 July 2017	Report - Homophobic Bullying in Schools
	Budget Planning Report for Administration and Finance Directorates
	Minor Review I - First Witness Session
	Cabinet Forward Plan
	Work Programme

21 September 2017	Minor Review I - Recommendations
	Minor Review II - Future Review Topics
	Update Item - Heathrow Business Rates
	Report - Politics & Social Media
	Cabinet Forward Plan
	Work Programme

10 October 2017	Major Review I - Final Report
	Minor Review II - Scoping Report
	Report - Council ICT for Staff
	Update on Review Implementation - Recruitment in Hillingdon
	Cabinet Forward Plan
	Work Programme

Corporate Services & Partnerships Policy Overview Committee - 25 July 2017

Part I – Members, Public and Press

7 November 2017	Minor Review II - First Witness Session
	Update on Review Implementation - Safety at Civic Centre
	Cabinet Forward Plan
	Work Programme

4 January 2018	Minor Review II - Final Recommendations
	Draft Budget Proposals Report for Administration & Finance 2018/19
	Report - Volunteering in Hillingdon
	Cabinet Forward Plan
	Work Programme

1 February 2018	Draft Budget Proposals 2018/19 - Comments from Policy Overview Committees
	Report - Lighting at the Civic Centre
	Cabinet Forward Plan
	Work Programme

7 March 2018	Report - Best use of space at the Civic Centre
	Cabinet Forward Plan
	Work Programme

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