



HILLINGDON
LONDON



Corporate Services and Partnerships Policy Overview Committee

Date: THURSDAY, 21
SEPTEMBER 2017

Time: 7.30 PM

Venue: COMMITTEE ROOM 3 -
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 (Labour Lead)

Duncan Flynn

Raymond Graham

Henry Higgins

Robin Sansarpuri

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Lloyd White

Head of Democratic Services

London Borough of Hillingdon,

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About this Committee

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Administration and Finance Directorates and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider and comment on budget and service plan proposals for the Administration and Finance Directorates.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

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

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

Agenda

CHAIRMAN'S ANNOUNCEMENTS

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Minutes

**Corporate Services and Partnerships Policy
Overview Committee
Tuesday, 25 July 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)
Wayne Bridges
Beulah East
Duncan Flynn
Raymond Graham
Henry Higgins
Robin Sansarpuri

Apologies:

Jazz Dhillon

Officers Present:

Mike Talbot, Workforce and Organisational Development Manager
Luke Taylor, Democratic Services Officer
Iain Watters, Financial Planning Officer

Also Present

Ms Sarah Rose, Senior Account Manager, Stonewall

15. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Dhillon.

16. DECLARATIONS OF INTEREST

There were no declarations of interest.

17. MINUTES OF THE MEETING HELD ON 15 JUNE 2017

With regards to Item 12 of the minutes from the previous meeting, the Update on Previous Review - Tackling Social Housing Fraud, Members noted that they were still awaiting confirmation regarding recommendation 3e that witnesses were counter-signing tenancy agreements, as per this agreement, and asked for a written update on this.

RESOLVED: That the minutes of the meeting held on 15 June 2017 were approved as a correct record.

18. EXCLUSION OF PRESS AND PUBLIC

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

19. HOMOPHOBIC BULLYING IN SCHOOLS

Ms Sarah Rose, Senior Account Manager at Stonewall, attended the meeting and introduced a presentation to the Committee regarding biphobic and transphobic bullying in schools.

The Committee heard that the Government estimates that 6% of the population is lesbian, gay or bisexual (LGB), while 1% is trans; these figures would suggest that roughly 5,000 children and young people in Hillingdon were LGB and 500 were trans.

Ms Rose stated that LGBT young people were some of the most vulnerable in Britain, and the results published in Stonewall's School Report in 2017 confirmed this was the case following a survey of over 3,700 LGBT young people. Some of the more significant figures were as follows:

- 45% of LGBT pupils in the UK - including 64% of trans pupils - are bullied for bring LGBT at school; this figure falls to 40% in Greater London.
- Just 29% of bullied LGBT pupils say that teachers intervened when they were present during bullying.
- 68% of LGBT pupils report that their schools say that homophobic and biphobic bullying is wrong, while that figure falls to 41% with regards to transphobic bullying.
- 40% of pupils are never taught anything about LGBT issues in school.
- 52% of LGBT pupils feel that homophobic, biphobic and transphobic bullying has had a negative effect on their plans for future education.
- 40% of LGBT pupils have skipped school because of homophobic, biphobic and transphobic bullying.
- 61% of LGB young people who aren't trans have self-harmed. The figure rises to 84% among trans young people.
- 22% of LGB young people, who aren't trans, have tried to take their own life, with 70% of them having thought about suicide.
- 45% of trans young people have attempted to take their life, with 92% of them having thought about suicide.

Stonewall's 2014 Teachers' Report included data from a survey of 2,200 teaching staff, and figures published included:

- 89% of secondary school teachers said young people regardless of their sexual orientation experience homophobic bullying.
- 29% of teachers didn't know if they were allowed to teach about LGBT issues.

Ofsted has a strong focus on homophobic, biphobic and transphobic (HBT) bullying in its current inspection framework, and Ofsted judgments can be affected if inspectors identify HBT bullying. Many Councils offer schools guidance and systems for schools record prejudice-related incidents in schools by type.

Members were informed of some of the work that Councils were doing to combat HBT bullying, and questioned what could be done if a council believed it was an issue for schools to counter. Ms Rose commented that Councils have a statutory requirement for the health and wellbeing of all children and young people in the Borough, in schools that fall under the council's remit, such as primary education, as well as other schools such as academies. The Committee heard that LGBT issues were taught to pupils in PSHE, as well as in Relationship and Sex Education, which will be now a statutory requirement within schools in 2019. However, Stonewall encourage LGBT-inclusion throughout the curriculum.

Councillors commented on the concerning figures regarding self-harm and suicide, and asked what action was being taken to prevent loneliness among LGBT youths, and whether role models were used to help with these issues. Ms Rose confirmed that Stonewall do use role models who often high performing staff in industries such as the civil service, police, or army, to talk to schools. Furthermore, poster campaigns in schools have led to teachers changing lesson plans or language used in their lessons, and this messaging, alongside visual messaging, has led to improved results in tackling LGBT bullying. Ms Rose commented that it was important to tackle the language that was used in school. She also mentioned that local LGBT youth groups provide essential support for LGBT young people.

Members questioned how HBT language could be tackled among parents, as this could easily be passed onto children. Ms Rose confirmed that Stonewall trains schools to engage with parents, for example through talks at parents' evenings. Other methods were used in regard to this, but it was also vital to teach children to behave according to school rules, and tackling HBT language within schools is an important focal point of this.

The Committee questioned whether cyberbullying was included in the figures. Ms Rose commented that 40% of LGBT young people have been the target of homophobic, biphobic and transphobic abuse online. Cyberbullying means that children and young people may not be able to escape bullying and could be bullied at any time, including at home alone via the internet or by text message.

Using the statistics provided by Stonewall, Councillors concluded that several thousand young people within the Borough, and that this was an issue worthy of further investigation. Therefore, Members commented that it would be helpful for officers to look into arranging a minor review on the issue of LGBT bullying within schools, and asked if officers could contact the relevant departments to discuss the possibility of this. The Chairman requested that Stonewall also remain involved in any potential review.

RESOLVED: That the report on Homophobic, Biphobic and Transphobic Bullying in Schools was noted, and it was agreed that the issue be investigated further as a topic for a minor review in the future.

20. BUDGET PLANNING REPORT FOR ADMINISTRATION AND FINANCE DIRECTORATES

Iain Watters, Financial Planning Manager, Strategic Finance, was in attendance at the meeting to introduce the 2018/19 Budget Planning Report for services within the remit of the Corporate Services and Partnerships Policy Overview Committee.

The budget report provided the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2018/19. A further report is to be considered in January 2018, and will set out the detailed budget proposals, once the proposals have been included in the report to Cabinet on the Medium Term Financial Forecast in December.

The Financial Planning Manager noted that in February 2017, the budget report to Council identified the savings requirement for 2018/19 as £22.2m, with £5m planned drawdown from balances and £1.1m previously developed and approved savings initiatives reducing the budget gap to £16.1m. Further social care funding announcements and a release from the Council's Collection Fund further reduced the gap to be managed to roughly £11.6m.

Members heard that the Council remains strongly placed to deal with the challenges ahead, and with the £3m of 2017/18 savings across the Chief Executive's Officer and Finance, and Corporate Services within Residents Services, reported to be on track to be fully delivered.

The Committee was informed that a contingency provision of £559k is held to fund payment of the Apprenticeship Levy, with actual levy payments expected to total £381k. However, as this is a new levy, the Financial Planning Manager confirmed that the £178k underspend allows for any unexpected increase in costs.

RESOLVED: That the Committee noted 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.

21. MINOR REVIEW - STAFF INDUCTION AND RETENTION AT HILLINGDON COUNCIL

The HR and Organisational Development Manager introduced the next stage of the Corporate Services and Partnerships Policy Overview Committee review into Employee Retention and Induction. It was confirmed that unfortunately the internal witness for the review was unable to attend the meeting and that the witness session would now be re-arranged for the next Committee meeting.

Members were informed that this meeting would now focus on what happens when a new employee joins the Council.

The HR and Organisational Development Manager commented that an induction checklist is used to help ensure that all the induction actions are taken consistently across the organisation, some of which take place before the employee's start date.

In addition to the hard copy of the checklist, there are a number of eLearning modules which the employee must also complete.

The Committee heard that the eLearning system has recently been updated and were shown a series of the pages used in the new system, which included Hillingdon-specific information and facts regarding the Council and its vision, as well as the residents it represents. It was confirmed that the sessions to meet both the Leader of the Council and the Chief Executive require staff to book a place, and that there were currently plans for a specific "Meet the Leader" session for a number of apprenticeships who have recently joined the Council. Further links to Google Training and online Google sessions were also included in the new eLearning system, as well as a number of eLearning modules and short tests to ensure employees had suitable levels of understanding for relevant subjects.

Members agreed that the new system was visually much more appealing and engaging than the previous eLearning system, and the HR and Organisational Development Manager confirmed that the site can still be edited and improved internally where required, as it has been over the past two years.

Councillors believed that the system was moving in the right direction, and asked whether there was a possibility to keep a record of feedback for the system to ensure the eLearning modules continues to improve. The Committee also commented that a number of the eLearning modules provided for staff members were not provided for Members, and questioned whether there should be content available for Councillors as well, to ensure that their training was in keeping with Council employees.

Responding to questioning, the HR and Organisational Development Manager confirmed that some modules could only be completed once employees had answers questions related to the topic. One example of this was the Data Protection Training. Should employees fail to correctly answer 80% of the questions following the eLearning module, they would get a second chance. If they did not reach the pass mark on the second occasion, then a further training session would be arranged on the subject. It was also confirmed that the "buddy system" remains in use, as it gives a new employee the opportunity to build a relationship with a peer, and also means the new starter can ask for help from a colleague that is not a manager.

The Committee thanked the HR and Organisational Development Manager for his time, and the Chairman commented that the witness sessions would take place at the September meeting. Potential witnesses were suggested at the previous meeting, but Members reiterated that they would like a new employee of the Council, in addition to another Civil Servant and a private sector employee.

RESOLVED: That the information on the Council's eLearning module was noted.

22. FORWARD PLAN

RESOLVED: That the forward plan was noted.

23. WORK PROGRAMME 2017/2018

RESOLVED: That the work programme was noted, subject to the following changes:

- 1. "Minor Review I: Witness Session" will now take place at the meeting on 21 September 2017.**
- 2. "Minor Review I: Recommendations" will now take place at the meeting on 10 October 2017.**
- 3. "Minor Review I: Final Report" will now take place at the meeting on 7 November 2017.**

MAJOR REVIEW - HR RECRUITMENT PROCESS

Contact Officers: Luke Taylor
Telephone: 01895 250 693

REASON FOR ITEM

The Committee confirmed its minor review on the topic of Staff Induction and Retention in Hillingdon, and requested a witness session to hear the experiences of a new staff member who has just undertaken the Council's induction process.

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 to its next stage.

BACKGROUND

- At the 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.*
- An employee 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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SAFETY AT SPORTS GROUNDS

Contact Officer: Ross Forsyth
Telephone: 01895 257 986

REASON FOR ITEM

This is the annual report, to inform the Committee, of the action taken by Officers, with respect to the Council's responsibilities under the Safety at Sports Grounds Act 1975 and the Fire and Safety at Places of Sport Act 1987. The Committee is asked to provide comments before a report is submitted to the Cabinet Member for Community, Commerce and Regeneration, for approval.

OPTIONS OPEN TO THE COMMITTEE

The Committee is asked to note the report and provide any comments with respect to inspection levels. The report will then be sent to the Cabinet Member for Community, Commerce and Regeneration, for approval.

Attention is drawn to Appendices A & B. Subject to any comments received, it will be recommended to the Cabinet Member that the same level of inspection is maintained during 2017/2018 & 2018/2019 for sports grounds without regulated stands, and increased for sports grounds with regulated stands.

REASONS FOR OFFICER RECOMMENDATION

- 1.1 The Council is the enforcing authority under the Safety of Sports Grounds Act 1975 and the Fire and Safety at Places of Sport Act 1987.
- 1.2 The Department of Culture Media and Sport circular, dated 16 November 1995, states that Local Authorities are expected to secure the provision of a reasonable standard of safety on a voluntary basis for smaller, non-designated sports grounds.
- 1.3 In order to achieve this, the Hillingdon Safety Advisory Group has agreed that all sports grounds are inspected once per year and that a written schedule of recommended remedial actions is provided to the management committee of the ground after each inspection.
- 1.4 The Hillingdon Safety Advisory Group were consulted on the new stand constructions and now the Regulatory Services Team are currently working to certify the two regulated spectator stands in the borough.
- 1.5 Increasing the level of inspections from one to two inspections per year for sports grounds with regulated stands would benefit both club and Regulatory Services. The club would gain from having more than one inspection as, since this is new regulation to the club, this will help the club in complying with the terms and conditions of the safety certificate and improve public safety. This will also be beneficial to the Regulatory Services in ensuring that high standards in public safety are maintained. As this department has not issued these certificates for some time, two inspections would enable more detail to be picked up during inspections.

ALTERNATIVE OPTIONS CONSIDERED

- 2.1 To increase, decrease, or maintain, the same level of safety inspections in 2017/2018 and 2018/2019 that were conducted in 2016/2017.

BACKGROUND

- 3.1 Following Lord Justice Taylor's recommendations after the Bradford City fire and the Hillsborough Stadium disaster, local authorities were advised to review their arrangements for discharging their responsibilities under the Safety of Sports Grounds Act 1975 and the Fire Safety and Safety of Places of Sport Act 1987. In addition, local authorities were advised to ensure that a structure of accountability was in place, whereby the enforcing department/personnel were regularly and effectively supervised by Senior Officers who would then report directly to elected Members on the action instigated. The object is to ensure that Senior Officers and elected Members are fully aware of the action being instigated on their behalf, in discharging the Authority's duties. This is carried out through the Cabinet & Corporate Services and Partnerships POC reporting procedures. The item had previously been considered by the Residents and Environmental Services POC, but it was since considered that it fell under the remit of Corporate Services & Partnerships POC.
- 3.2 The principal framework outlining safety of spectators at sporting events are:
- Safety of Sports Grounds Act 1975;
 - The Fire Safety and Safety of Places of Sport Act 1987; and
 - The Guide to Safety at Sports Grounds (5th edition Department of Culture, Media and Sport).
- 3.3 The Fire Safety and Safety of Places of Sport Act 1987 makes provision for the safety of spectator stands at sports grounds. It requires the local authority to issue a 'Safety Certificate' in respect of covered spectator stands which accommodate 500 or more people. There is currently one Spectator Stand which falls into this category within the Borough; this is the completed new stand at the Gaelic Athletic Association. This stand has the capacity to hold 1892 seated spectators. The safety certificate for this stand is currently being drafted. Hayes & Yeading FC have been in the process of building a stand for several years which will require a regulated stand safety certificate. Unfortunately Hayes & Yeading have suffered a number of setbacks along the way and it is still uncertain when this certificate will be determined.
- 3.4 The Safety of Sports Grounds Act 1975 makes provision for safety at sports stadia and other sports grounds. It governs the issue of safety certificates in respect of "designated sports grounds". It is for the Secretary of State to set the criteria for designation, and in the case of football grounds, the trigger spectator capacity for designation is 5,000. For other sports stadia it is 10,000. The Act also empowers a local authority to issue a Prohibition Notice in respect of all or part of any sports ground, irrespective as to whether or not it is a "designated" ground, where it feels that spectators cannot be accommodated safely. The legislation also requires the local authority to consult with the police and fire authorities in respect of safety at sports grounds within their boundaries. It also places a duty on the Council to conduct periodic inspections of any "designated" sports ground and at any sports ground at which there is a regulated spectator stand which is subject to a Safety Certificate.

- 3.5 None of the sports grounds listed in Appendix A are 'designated' and are therefore not subject to a safety certificate. However, if the Council or a member of the Safety Advisory Group were of the opinion that the unrestricted admission of spectators to a ground for a particular game or event could present a significant safety risk, then the Council would have a duty to use its powers under Section 10 of the Safety of Sports Grounds Act 1975 to serve a 'Prohibition Notice'. The Prohibition Notice would stipulate the number of people that the Council has determined that could be safely accommodated within the sports ground. Non-compliance will be dealt with under the provisions of the Sports Grounds legislation and in accordance with current Council enforcement policies.
- 3.6 The Guide to Safety at Sports Grounds advises the managers / owners of sports grounds to consult with the Local Authority, the Fire Brigade, the Ambulance Service and the Metropolitan Police in regard to safety issues. In order to ensure good liaison between all the responsible authorities, the Council delegates Regulatory Services to organise the Safety Advisory Group inspections and to co-ordinate the input, observations and advice from each authority. This advice is then sent to the management committee of the ground in the form of a schedule of recommendations. The Regulatory Services Officer appointed for this purpose acts on behalf of the Council as the Chairperson of the Safety Advisory Group.
- 3.7 Whenever Regulatory Services, or any member of the Safety Advisory Group, becomes aware of a particular game or event that may attract large numbers of spectators, the Regulatory Services Manager or appointed officer contacts the club's officials to request that they submit their risk assessments, emergency contingency plans etc. for consideration and approval prior to the proposed event. The Regulatory Services Team will consult with the Safety Advisory Group, to discuss the club's proposed safety plans / arrangements. The Club's management team are then advised of any additional safety precautions that they require the club to implement to ensure the safety of the spectators. In addition, the Safety Advisory Group will set a maximum capacity of spectators who may be admitted into the stadium/ground.
- 3.8 Should the club not adhere to the requirements and advice set out by the Safety Advisory Group, and there were serious concerns about spectator safety, the Regulatory Services Manager, in conjunction with the Head of Service Residents Services, can issue a 'Prohibition Notice' on behalf of the Council under delegated powers.
- 3.9 The procedures and inspections detailed in this report, as set out in Appendix A, are considered as reasonable and correct in discharging the Council's responsibilities under the legislation. These procedures and inspections were implemented in 2016/2017.
- 3.10 The Cabinet Member with the Portfolio for Community, Commerce and Regeneration will be recommended to increase the inspections in respect of the two sports grounds with regulated stands and to maintain inspection levels for the remaining grounds for the years 2017/2018 and 2018/2019. Alternatively, the 2016/2017 inspection levels can be maintained, increased or decreased.

FINANCIAL IMPLICATIONS

There are no financial implications contained within the report.

LEGAL IMPLICATIONS

- 4.1. Under the provisions of section 10B of the Safety of Sports Grounds Act 1975, and section 34 of the Fire Safety and Safety of Places of Sport Act 1987, Local Authorities are required to undertake inspections of designated sports grounds and regulated stands in accordance with the guidance issued by the Secretary of State. The guidance in respect of designated grounds is contained in Home Office Circular 72/87 and in respect of regulated stands in Home Office Circular 97/88
- 4.2 The provisions of the Safety of Sports Grounds Act 1975 require that all regulated stands and designated grounds are inspected at least once every twelve months

EXTERNAL CONSULTATIONS CARRIED OUT

When required (as set out in Appendix A, item 6) the following authorities are consulted:

- The Metropolitan Police Service
- The London Fire and Emergency Planning Authority
- The London Ambulance Service

BACKGROUND DOCUMENTS

- Appendix A - Standard Procedures Currently in Place
- Appendix B - Information on Each Sports Ground
- Safety of Sports Grounds Act 1975
- Interim Report on Hillsborough Stadium Disaster
- Final Report on Hillsborough Stadium Disaster
- The Fire Safety and Safety of Places of Sport Act 1987
- The Safety of Places of Sport Regulations 1988 (SI 1988/1807)
- Home Office Circular 11/1990
- The Guide to Safety at Sports Grounds (5th edition issued by the Department of Culture Media and Sport)

STANDARD PROCEDURES CURRENTLY IN PLACE

1. The Safety of Sports Grounds Act 1975 defines Sports Grounds as; 'A place where sports or other competitive activities take place in the open air and where accommodation has been provided for spectators, consisting of artificial structures or of natural structures artificially modified for the purpose.'
2. The following enclosed sports grounds meet the above definition and are currently inspected once a year and recommendations are made to the management of each club on measures that they should implement to improve safety. Additional inspections may be carried out where large events are planned at a ground. Brief details of each club are set out in Appendix B:
 - AFC Hayes Football Club
 - Gaelic Athletic Stadium (Safety Certificate to be issued imminently)
 - Harefield Football Club
 - Hillingdon Athletics Stadium
 - Hillingdon Borough Football Club
 - Northwood Football Club
 - Uxbridge Football Club
 - Wealdstone Football Club
3. The Hayes & Yeading United FC site at Beaconsfield Road, Hayes, is still under development. Officers are currently in discussions with the club, offering advice on the process and documentation required in order for the club to be able to obtain a 'Regulated Stand Certificate'.
4. The development at the Gaelic Athletic Association ground, which includes the erection of a stand for approx 1900 spectators, has been completed. The Regulatory Services Department is in the process of issuing a Regulated Stand Safety Certificate.
5. As both of these new stands will provide accommodation for more than 500 spectators and are covered, they will be subject to a separate legal certification procedure under The Fire and Safety at Places of Sport Act 1987.
6. If a larger than average number of spectators is likely to be attracted to a special game / event, the Regulatory Services Team will contact the Safety Advisory Group to seek their views and requirements. These requirements are then issued to the club management committee. If necessary, enforcement action can be instigated to ensure the safety of any spectators who may be attracted to that particular game / event.
7. When deemed necessary, an officer from Regulatory Services may attend the special game/event to ensure that the Safety Advisory Group's requirements / recommendations are being implemented.
8. Inspections are carried out in accordance with the 'Green Guide' and the assessments made include the following areas:
 - Terracing & Seating stands
 - Pitch perimeter fencing / barriers

- Emergency procedures
- Stewarding arrangements
- Means of escape

Reporting Procedures

1. The Council's Regulatory Service Manager is responsible for ensuring the matters detailed above are implemented and reports to the Head of Service Residents Services.
2. The report is submitted to the Corporate Services & Partnerships Policy Overview Committee, for consideration and approval.
3. Following scrutiny by the Corporate Services & Partnerships POC, the report is passed to the Cabinet Member for Community Commerce and Regeneration for formal approval.

INFORMATION ON EACH SPORTS GROUND

Guidance with regard to the safety of spectators at sports grounds is detailed in the publication **Guide to Safety at Sports Grounds** (Green Guide). This publication contains very detailed specific safety requirements. The following is a brief description of each ground. If required, full detailed information on each ground can be obtained from Regulatory Services.

1. **AFC Hayes Football Club, Kingshill Avenue, Hayes**

1.1 This ground is not suitable for large numbers of spectators, as it does not have:

- An emergency lighting system;
- A public address system with a secondary source of power;
- A suitable alternative means of escape route; and
- Crush barriers.

1.2 This club typically attracts crowds of 20-40 spectators.

2. **Gaelic Athletic Association, Emerald Stadium, West End Road, Ruislip**

2.1 This ground following the construction of the new stand does have:

- An emergency lighting system;
- Fire alarm system;
- PA System;
- First Aid Room;
- Suitable purpose made alternative means of escape route;
- Crush barriers; and
- Level and even spectator accommodation.

2.2 In addition to its normal weekly games, the ground is usually used once a year for a special game between two professional Gaelic Football Clubs. Such games normally attract approximately 3,000 to 4,000 spectators. Prior to this special match, the club notifies the Regulatory Service Team who then consults members of the Safety Advisory Group (SAG).

2.3 Following consideration of the club's safety proposals by the SAG, the club are notified of any additional safety measures that may be required in order to safeguard the large numbers of spectators that are to be accommodated within the ground.

2.4 Now that the new spectator stand is constructed, a Regulated Stand Certificate has been applied for and is awaiting issue following consultation with the SAG.

3. **Harefield Football Club, Breakspear Road, Harefield**

3.1 This ground could accommodate approximately 1,000 spectators. However, additional safety measures should be implemented in the event of a game that would attract that number of people.

- The installed emergency lighting system is limited and does not cover all the public areas;
- A public address system with a secondary source of power; and

- Crush barriers have not been installed.

3.2 The average number of spectators for a home game does not currently exceed 100.

4. Hillingdon Athletics Stadium, Gattling Way, Uxbridge

4.1 This ground has spectator seating in the main stand for approximately 250. Spectators may also stand on the grass areas around the perimeter of the running track.

4.2 The stadium has the benefit of a designated alternative means of escape route, for spectators and participants, should the main / exit route not be available (e.g. an incident taking place immediately in front of the main entrance to the stadium).

4.3 Discussions are ongoing with the Sport & Leisure Team and the stadium management company, Fusion Lifestyle, with regard to the suggested alterations and improvements which should be made to the premises. A number of improvements have been made over the last twelve months including record keeping, daily safety routine, the installation of two evacuation sledges and improvements to the booking system in order to obtain detailed event information from the clients.

5. Hillingdon Borough Football Club

5.1 Although the ground is still in some disrepair pending further investment, the club have started to make some improvements. Currently, the ground is unsuitable for large numbers of spectators and parts of the ground are unusable although these problems are being addressed. The club have also produced risk assessments and an operations manual.

5.2 Exit A and Exit B are located immediately adjacent to the main social clubhouse building, meaning that any incident located in the clubhouse would render these exits unusable.

5.3 Exit C is remote from the social clubhouse, however the alternative means of escape pathway is routed up to, and adjacent to, the clubhouse.

5.4 Additionally, the ground does not have:

- A secondary source of power for the installed public address system; and
- Crush barriers.

5.5 The spectator capacity is still restricted to 100 due to the state of the ground.

5.6 The average number of spectators for a home game does not exceed 50.

5.7 The Council's Food Health & Safety team previously visited this ground due to concerns around health and safety, under the Health & Safety at Work 1974.

6. Northwood Football Club

6.1 This ground is not suitable for large numbers of spectators in that it does not have:

- An emergency lighting system;
- A public address system with a secondary source of power;

- The main entrance / exit to the ground and the alternative means of escape from the grounds are not clearly identified; and
- Crush barriers.

6.2 The average number of spectators for a home game does not exceed 50.

6.3 The Councils Food Health & Safety Team have previously visited this ground due to concerns in relation to health and safety, under the Health & Safety at Work 1974. Two inspections were carried on this ground, as just prior to the first visit, the ground had suffered quite badly from vandalism. The second visit which was conducted by an inspector from the Sports Ground Safety Authority showed that the ground was still in a very poor state of repair.

6.4 The club had previously never entered into a lease agreement with the London Borough of Hillingdon. This is currently being reviewed by our Estates and Tenancy department and also the Green Spaces Team.

7. Wealdstone Football Club

7.1 Generally, this ground is in good order and the emergency and match day procedures implemented by the club are good.

7.2 Overall, this ground could not permanently accommodate large numbers of spectators as it does not have crush barriers.

7.3 A number of large games are played at this ground each year. When this occurs and in accordance with the agreed procedure between the club and Regulatory Services, the Regulatory Service Manager is notified and (if time permits) a meeting of the SAG will be convened to obtain their requirements/recommendations. At this meeting, a spectator capacity is set, usually around 2500.

7.4 For normal league games, attendance is usually between 300-700 spectators.

7.5 The club have constructed a new all seated stand which can accommodate approximately 350 spectators. This will not qualify for a 'Regulated Stand Certificate' due to being less than 500. The stand is constructed to a high standard, as are the improved emergency evacuation routes around the stand. The club are also updating their general and fire risk assessments and operations manual to take the new stand into account.

8. Uxbridge Football Club

8.1 This ground is not suitable for large numbers of spectators as it does not have:

- A comprehensive emergency lighting system;
- The public address system does not have a secondary source of supply; and
- Crush barriers.

8.2 The average number of spectators for a home game does not currently exceed 50.

Notes

The safe accommodation of spectators depends on all the factors, set out in the **Guide to Safety at Sports Grounds** document. Particular consideration must be given to each individual ground's infrastructure such as the pitch perimeter fence, the structural stability of walls and fences, the position and size of exits, and the experience, competency and training of the management team and stewards.

All the above clubs are advised to consult with the Regulatory Service Manager / Safety Advisory Group before they stage any match that will attract more than the normal match day numbers. Fixtures are regularly monitored by Officers.

A copy of the Green Guide is available for free at the following web address:

<http://www.safetyatsportsgrounds.org.uk/publications/green-guide>

MINOR REVIEW II - SCOPING REPORT

Contact Officer: Luke Taylor
Telephone: 01895 250 693

REASON FOR ITEM

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

OPTIONS OPEN TO THE COMMITTEE

Officers provide a scoping report for the Committee that addresses Members' main concerns and puts forward an effective plan for the review. Members can choose to accept this scoping report or make relevant changes.

RECOMMENDATION TO THE COMMITTEE

It is recommended that the Committee comment on and note the "Homophobic, Biphobic and Transphobic Bullying" scoping report.

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 Committee meeting held on 11 April 2017, Members discussed potential topics for a review. These were discussed with officers, who provided feedback on the potential review topics, and it was agreed at the meeting on 15 June 2017 that the Committee would carry out two minor reviews in 2017/18.
4. At the meeting on 25 July 2017, a representative from Stonewall spoke to the Committee regarding homophobic, biphobic and transphobic bullying. The Committee agreed that this presentation raised questions which required further investigation as it would affect several thousand young people within the Borough, and it was proposed that a minor review could take place to achieve this. Officers later confirmed that this could take place as the Committee's second minor review of 2017/18.

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Corporate Services & Partnerships Policy Overview (Scrutiny) Committee Review Scoping Report

Homophobic, Biphobic and Transphobic Bullying

1. REVIEW OBJECTIVES

Aim and background to review

At the Corporate Services & Partnerships Policy Overview Committee meeting on 25 July 2017, a presentation was given to Members from Stonewall regarding homophobic, biphobic and transphobic bullying in schools.

The presentation highlighted the worrying figures regarding bullying, the effects of bullying on young people and how schools combat these forms of bullying. Members expressed their concern regarding the disturbing impact that this bullying had on the lives of young lesbian, gay, bisexual or trans (LGBT) people in Hillingdon Borough.

It is estimated that five to seven percent of the population are LGBT and they are at a higher risk of mental disorder, suicidal tendencies, substances abuse and deliberate self-harm compared to the heterosexual population. This is due to social exclusion, homophobia and discrimination in society.

Following the meeting, officers confirmed that "An assessment of homophobic bullying and health and wellbeing amongst young Lesbian, Gay, Bisexual and Transgender people in Hillingdon" took place at the Council in 2013.

This report confirmed bullying was experienced by a large proportion of the LGBT community, with much higher rates of mental disorder, substance misuse, self-harm and suicidal tendencies than the population's average.

Therefore, it was suggested by Members that a minor review be undertaken to further investigate this issue and improve ways to both prevent and tackle this bullying and the social problems that arise from it within the Borough.

Terms of Reference

- 1. To examine how the Council services, schools, and other relevant departments identify and support those who are experiencing, or have experienced, homophobic, biphobic or transphobic bullying.*
- 2. To examine relevant work by this Council, other Councils, and voluntary sectors to identify opportunities and methods to tackle homophobic, biphobic and transphobic bullying in support of the Council's wider equality objectives and the aims of the review.*
- 3. To make practical, prudent recommendations to Cabinet (and other bodies if applicable) from the Committee's findings to support residents experiencing homophobic, biphobic and transphobic bullying, and reduce instances of bullying within the Borough.*

2. INFORMATION AND ANALYSIS

Current context

Existing local, national and global research has continued to show that the LGBT community is amongst the higher risk group in terms of substance misuse, self-harm, suicide, involvement in teenage pregnancies, truancy, homelessness and educational underachievement. This is due to a high prevalence of homophobia, biphobia and transphobia in society, social exclusion, and a general lack of awareness and understanding of the needs of the LGBT community. In turn, this can lead to a lack of dedicated service provision across all public services.

It is first important to consider how to define instances of Homophobic, Biphobic and Transphobic (HBT) behaviour. As such, these instances of hostility can be identified using a shared definition that was devised by the Crown Prosecution Service (CPS) and the Police, when dealing with hate crimes within the CPS guidance, '*Hate Crime: Public statement on prosecuting homophobic, biphobic and transphobic hate crime*'.

This document states that "*in order to identify cases involving HBT hostility, we have ... a definition wider than the legal definition of a hate crime within the Criminal Justice Act 2003 to ensure we capture all relevant cases: 'Any incident / crime which is perceived by*

the victim of any other person, to be motivated by hostility or prejudice towards a person because of their sexual orientation or transgender identity or perceived sexual orientation of transgender identity by the victim or any other person".

Furthermore, there is a raft of legislation that enables local authorities and the Police to tackle incidents of harassment or hate crime, and the Council must fulfil its legal obligations and statutory duties under the Public Sector Equality Duty, Equality Act 2010, Harassment Act 1997, Public Order Act 1986, Crime and Disorder Act 1998, Gender Recognition Act 2004 (GRA 2004), and by acting in accordance with the European Convention of Human Rights (Human Rights Act 1998).

Additionally, the London Borough of Hillingdon's own "Equality and Diversity Policy" states that the Council *"recognises that different people will have different needs and our aim is to provide services in a way that responds to those needs"*.

The document confirms that the Council *"is committed to promote fair and equal access to services and equality in employment"* and that *"we aim to recognise and value the differences in the people we serve and employ"*, including sexual orientation.

Key Information

As part of the Council's aim to achieve its commitment to equality and diversity, it carried out *"an assessment of homophobic bullying and health and wellbeing amongst young Lesbian, Gay, Bisexual and Transgender people in Hillingdon"* in 2012. This research was commissioned by the Public Health Team, aiming to document and assess LGBT people's needs in order to inform future commissioning, collate evidence of best practice from existing LGBT youth work, and draw recommendations on making the Borough more inclusive to young LGBT people.

The research was conducted using a participatory approach where members of the young LGBT community, professionals, other young people and school staff contributed to the evidence base and development of recommendations. Qualitative and quantitative data was collected through two web-based surveys, focus groups, and conversations with individuals, and in total, 1,661 people took part in the research; 168 professionals and 1,493 young people. The demographics of the respondents were representative of the population of Hillingdon. Of the students who completed the survey, 65 (4.6%) identified themselves as LGB, and 13 of the staff (10%) identified as LGB. (As previously mentioned, it should be noted that current estimates have between five and seven percent of the population now identifying themselves as LGBT).

Some important figures from the survey were as follows:

Effects of Homophobic Bullying

- Two thirds (58%-69%) of LGB students say that homophobic bullying makes them feel lonely and isolated, gives them poor self-esteem, makes them depressed and makes them self-harm.
- Half (49%) of students and three quarter (75%) of staff have not reported homophobic bullying.

Experiences of Homophobic Bullying

- LGB students are nine times more likely to have experienced homophobic bullying, and LGB staff 16 times more likely, than their straight colleagues.
- One in three (31%) LGB students have experienced sexual bullying compared to one in twenty-five (4%) of straight students.
- Of those who report that they have experienced bullying, nearly all students have experienced verbal bullying (83%-94%) and about a third have experienced physical bullying; 39% of LGB students, in comparison with 28% of straight students.

Level of Homophobic Bullying

- More than one third (38%) of LGB students reported witnessing homophobic bullying every day, while only 9% of the straight students and no staff reported the same.
- Over half (54%) of LGB students and over a third (38%) of LGB staff heard the word gay in a negative term every day.
- The majority of LGB staff reported witnessing homophobic bullying between students (76%) and students to staff (43%).
- A third (31%) of LGB staff said that homophobic bullying has increased during their time in education, compared to 8% of straight staff.

Staff's confidence to challenge Homophobic Bullying

- LGB staff were twice as likely to challenge homophobic behaviour from staff and students, compared to straight staff members.
- 80% of the straight staff members felt comfortable to challenge homophobic behaviour, but only 38% of them challenged it every time.
- LGB staff were twice less likely to think that homophobic bullying is addressed in the same way as other forms of bullying than straight staff.

The research led to the following five recommendations:

1. For partners to commit to making Hillingdon a LGBT-inclusive and affirmative Borough;
2. To support schools and services to proactively create a LGBT-inclusive and affirmative environment;
3. To collect and analyse data on LGBT in schools, health and other services in order to identify and meet the needs of LGBT people;
4. To offer a support group for young LGBT people in a safe environment; and,
5. To explore the option of a designated equality youth support worker to proactively promote LGBT fights for young people and be a support for relevant professionals, families and relatives.

With the exception of latter two recommendations, it is unclear whether these recommendations were followed-up on.

The project culminated in an event in January 2013, the aim of which was to raise awareness of the needs of young LGBT people. This event aimed to engage professionals to meet these needs by presenting the results from the research of various LGBT people's needs, hear from speakers who raise awareness on various aspects of LGBT people's needs and how to meet these needs, and present the idea of an LGBT consortium in Hillingdon, that was created by and for professionals, to address young LGBT people's needs in service delivery.

More recently, Stonewall's 2017 School Report, which investigated the experiences of lesbian, gay, bi and trans young people in Britain's schools in 2017, outlined the following key statistics:

- Nearly half of LGBT pupils (45%) - including 64% of trans pupils - are bullied for being LGBT at school.
- Almost half (45%) of LGBT students who are bullied for being LGBT never tell anyone.
- 52% of LGBT pupils hear homophobic language 'frequently' or 'often' at school; these figures fall to 46% for transphobic, and 36% for biphobic language. 86% of LGBT pupils regularly hear phrases such as "that's / you're so gay" at school".
- 9% of trans pupils are subjected to death threats at school.
- One in three LGB students have experienced sexual bullying, compared with one in 25 straight students.
- Just 29% of bullied LGBT pupils say that teachers intervened when they were present during the bullying.
- More than half of LGBT (53%) of pupils say that there isn't an adult at school they can talk to about being LGBT.
- 40% of LGBT young people have an adult at home they can talk to about being LGBT.
- Nearly all (97%) of LGBT young people see HBT content online.
- 40% of LGBT students bullied have skipped school because of bullying.
- 84% of trans young people have self-harmed. For LGB young people who aren't trans, 61% have self-harmed.
- Nearly half (45%) of trans young people have attempted to take their own life; among LGB young people who aren't trans, this figure is 22%.

In addition to the findings listed above, the Government recently announced the launch of a national survey on Sunday 23 July 2017, asking members of the LGBT community to share their views on public services to inform Government policy.

The consultation aims to find out more *"about the experiences that LGBT people have living in the UK"*, and the survey asks the LGBT community to anonymously share *"experiences of accessing and using public services in the UK"* and *"any experiences of discrimination you may have faced throughout your life"*. The experiences in question include work, in healthcare, and regarding personal safety.

It is noted that once the survey closes, the Government intend to "*analyse the results and use them to inform our plans to improve LGBT equality*" with findings being published online once the analysis is complete. As such, the findings of this national research could be helpful to inform future service delivery at the Council.

Background Information & Connected Activity

The obligation for schools to log and report any equalities based bullying incidents was removed by the Department for Education in 2010.

In October 2012, a Hillingdon Adult LGBT Forum launch event was held at Brunel University, which was coordinated by Peter Vittles at Ealing Community and Voluntary Service. The intention was to bring together LGBT people and provide a support network and social opportunities. It was agreed to be a self-sufficient group, but unfortunately the group no longer meets in a formal capacity.

There is an active LGBT+ Society at Brunel University, which is primarily a support network and offers events for its members.

In September 2014, a partnership was established between the Council and MOSAIC Youth Centre, a London-based charity that specialised in the delivery of services for Lesbian, Gay, Bisexual, Transgender, Intersex and Questioning (LGBTIQ) young people, in partnership with other local authorities in West London. Within the partnership agreement, Hillingdon Council committed two youth work practitioners, free access to Fountains Mill Young People's Centre in Uxbridge for one session per week, and a revenue budget for programme delivery costs. MOSAIC Youth Centre committed a senior member of staff to lead and develop the programme. The programme was branded as 'MOSAIC Hillingdon'.

In 2015, Early Intervention and Prevention Services and MOSAIC Youth Centre agreed to terminate their partnership, and the MOSAIC Hillingdon programme was closed in 2016, to be replaced by a directly-delivered Council service.

The new service, provisionally branded as 'OUTreach LGBTIQ Programme' was established in the spring of 2017. The programme is delivered by Early Intervention and Prevention Services' Sexual Health and Wellbeing Programmes unit, and is located at Fountains Mill Young People's Centre. To date, seven young people aged between 13 and 17 have been engaged on a sustained basis. In autumn 2017, the programme offer will expand to a weekly session at Fountains Mill Young People's Centre, to be delivered in accordance to the consultation outcomes with current service users.

The Sexual Health and Wellbeing Programmes unit is also working with the Student Union at Uxbridge College to establish an on-campus element to the OUTreach programme offer.

Responsibilities

The portfolio Cabinet Member responsible is Councillor Richard Lewis, as Cabinet Member for Central Services, Culture and Heritage. Councillor David Simmonds CBE would also have some responsibility, with his portfolio as Cabinet Member for Education and Children's Services.

Current intelligence, best practice and research

London Borough of Hillingdon report: *"An assessment of homophobic bullying and health and wellbeing amongst young Lesbian, Gay, Bisexual and Transgender people in Hillingdon"*, printed in January 2013

Stonewall's *"School Report 2017"*: <http://www.stonewall.org.uk/school-report-2017>

Stonewall's *"The Teacher's Report 2014"*:
http://www.stonewall.org.uk/sites/default/files/teachers_report_2014.pdf

Ofsted briefing paper: *"Exploring the school's actions to prevent and tackle homophobic and transphobic bullying"*, September 2013:

http://www.schools-out.org.uk/wp-content/files_mf/1384363550OFSTEDexploringschoolsactionstopreventhomophobicbullying.pdf

Further information

London Borough of Hillingdon's *"Equality and Diversity Policy"* (June 2013)

London Borough of Hillingdon's *"Harassment Policy Statement"* (2015)

Equality Act 2010:
http://www.legislation.gov.uk/ukpga/2010/15/pdfs/ukpga_20100015_en.pdf

Hillingdon Council and the Public Sector Equality Duty (March 2017):
<http://www.hillingdon.gov.uk/article/24029/Public-Sector-Equality-Duty>

Department for Education guidance: *"Preventing and Tackling Bullying: Advice for headteachers, staff and governing bodies"*, July 2017:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/623895/Preventing_and_tackling_bullying_advice.pdf

Government Equalities Office news story: *"New Action to Promote LGBT Equality"*, 23 July 2017: <https://www.gov.uk/government/news/new-action-to-promote-lgbt-equality>

Crown Prosecution Service guidance, "Hate Crime: Public statement on prosecuting homophobic, biphobic and transphobic hate crime", August 2017:

<http://www.cps.gov.uk/publications/docs/homophobic-biphobic-transphobic-hate-crime-public-statement-2017.pdf>

Bullying UK, "Advice for schools on bullying": <http://www.bullying.co.uk/advice-for-schools/>

3. EVIDENCE & ENQUIRY

Lines of Enquiry and Witness Testimony

Lines of enquiry and potential witnesses could include:

- Testimony from charities supporting LGBT young people;
- Testimony from Headteachers;
- Testimony from youth service workers;
- Testimony from LBH Officers;
- Possible private testimony from a member of the public who has suffered bullying in the past (this could be done in a private setting with a couple of Councillors and officers present);
- A review of what services are currently available through other Local Authorities;
- A review of what training is available for Council workers or teachers;
- A review of how effective schools and teachers are at dealing with bullying;
- A review of what partners are doing on this agenda, e.g. Hillingdon Clinical Commissioning Group (CCG), Central and North West London NHS Foundation Trust (CNWL): Child and Adolescent Mental Health Services (CAMHS), the voluntary sector (Hillingdon MIND).

Emerging conclusions or themes for development

These will emerge and become apparent as the review progresses.

4. REVIEW PLANNING & ASSESSMENT

Proposed timeframe & milestones for the review up to Cabinet and beyond in terms of monitoring:

Meeting Date	Action	Purpose / Outcome
21 September 2017	Agree Scoping Report	Information and analysis
10 October 2017	Witness Session 1	Evidence & enquiry

7 November 2017	Draft Final Report	Proposals – agree recommendations and final draft report
TBC	Cabinet - Consider Final Report	Agree recommendations and final report

** Specific meetings can be shortened or extended to suit the review topic and needs of the Committee*

Resource requirements

None.

Equalities impact

To be confirmed.

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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
SI = Standard Item each month Council Departments: RS = Residents Services SC = Social Care AD = Administration FD= Finance									
Cabinet - 28 September 2017									
207	Adult Social Care Block Contracts	As part of transformation activity, the Council's category management team are reviewing individual spot purchase contracts for social care with a view to combining them into larger block contracts for improved control. Cabinet will be asked to agree the necessary new block contracts with providers.	N/A		Cllr Philip Corthorne	SC/FD - Darren Thorpe		NEW	Public
208	SEN Transportation Contracts	Authorisation from Cabinet will be sought to extend the existing Special Educational Needs (SEN) Framework for Home to School transportation and the award of group pick routes for Meadow School.	N/A		Cllr Douglas Mills & Cllr David Simmonds CBE	SC/FD - Darren Thorpe		NEW	Private (3)
209	School Capital Programme	This biannual report will update Cabinet and request any necessary decisions in order to progress the School Capital Programme and School Condition 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		NEW	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 - E-Learning and Induction
	Cabinet Forward Plan
	Work Programme

21 September 2017	Minor Review I - First Witness Session
	Minor Review II - Scoping Report
	Report - Safety at Sports Grounds
	Cabinet Forward Plan
	Work Programme

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

7 November 2017	Minor Review I - Final Report
	Minor Review II - Recommendations
	Update Item - Heathrow Business Rates
	Update on Review Implementation - Safety at Civic Centre
	Cabinet Forward Plan
	Work Programme

4 January 2018	Minor Review II - Final Report
	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
	Report - Resident Feedback & Broadcasting
	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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