



HILLINGDON
LONDON



Corporate Services, Commerce and Communities Policy Overview Committee

Date: TUESDAY, 24 JULY 2018

Time: 7.30 PM

Venue: COMMITTEE ROOM 4 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

**Meeting
Details:** Members of the Public and
Press are welcome to attend
this meeting

Councillors on the Committee

Richard Mills (Chairman)
Wayne Bridges (Vice-Chairman)
Lindsay Bliss
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon
Vanessa Hurhangee
Kerri Prince

Published: Monday, 16 July 2018

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This Agenda is available online at:

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

Putting our residents first

Lloyd White
Head of Democratic Services
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Terms of Reference

The Following Terms of Reference are common to all Policy Overview Committees (referred to as “The overview role”):

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. To review or scrutinise decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. To make reports and recommendations to the Council, the Leader, the Cabinet, a Policy Overview Committee or any other Council Committee arising from the exercise of the preceding terms of reference.
7. In accordance with the Local Government and Public Involvement in Health Act 2007, to consider ‘Councillor Calls For Action’ (CCfA) submissions.

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

Agenda

CHAIRMAN'S ANNOUNCEMENTS

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Minutes

**Corporate Services, Commerce and Communities
Policy Overview Committee
Wednesday, 20 June 2018
Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge**



Published on:

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

Members Present:

Councillors Richard Mills (Chairman)
Wayne Bridges (Vice-Chairman)
Lindsay Bliss
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon
Vanessa Hurhangee
Kerri Prince

Officers Present:

Louise Bateman, Interim Head of ICT
Luke Taylor, Democratic Services Officer

3. APOLOGIES FOR ABSENCE

There were no apologies for absence.

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. MINUTES OF THE PREVIOUS MEETINGS

RESOLVED: That the minutes of the meetings held on 7 March 2018 and 10 May 2018 were agreed as a correct record.

6. EXCLUSION OF PRESS AND PUBLIC

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

7. THE ROLE OF OVERVIEW POLICY COMMITTEES

The Democratic Services Officer introduced the report, which outlined the changes to the role of the Council's policy overview and scrutiny arrangements.

Members were informed about the updated Terms of Reference, two-year work programme, and how reviews were undertaken. The Committee also noted previous reviews that had taken place, and a potential idea for the next review topic.

The Chairman commented that new Committee Members may find it helpful to look over previous Committee minutes or reviews that were undertaken over the last couple of years.

RESOLVED: That the Committee noted the report on the role of Overview Policy Committees.

8. ICT OPERATIONS AT THE COUNCIL

Louise Bateman, Interim Head of ICT, attended the meeting and introduced a report regarding the ICT operations at the Council.

The Committee heard that the ICT department had undergone a major restructure last year, and the new structure, outlining the five teams within the department, was provided to Members. Ms Bateman also noted that some vacancies still remained, but currently 63 staff members were employed in the department. It was also confirmed that ICT had employed an apprentice for the first time, and there were plans to potentially add another two apprentices.

Councillors were informed that one objective for the next 18 months was to move the Council's ICT infrastructure to "Cloud" technology, as currently infrastructure is hosted at the Civic Centre, and a power failure or other disaster would lead to the ICT systems being unavailable, not only in the Civic Centre, but also within other Council buildings, such as in libraries and the waste depot.

The Interim Head of ICT also confirmed that approximately 70% of computers at the Council were now laptops, and the decision between laptops and desktops would be decided following analysis of the business use of the staff member in question. The Committee also heard that the Council have contracts for over 140 applications, and that it was planned to reduce this number. Responding to questioning, the Interim Head of IT commented that the hope was that officers could use an existing application for their work that would allow the Council to cancel a contract, and thus make a saving on support and maintenance costs.

Members also heard that other changes in the near future included revising the ICT service desk portal to make it more user-friendly, and introducing a potential new library management and waste service management systems.

Responding to Councillors' questioning, it was confirmed that staff computers had a four-year cycle, but that many have received extra memory in this period. Members heard that there was a plan to eventually standardise kit, and that this was likely to take place when the next cycle of laptops was introduced.

The Committee asked what would happen with applications that were not compatible with cloud technology, and were informed that the Council was looking at using a hybrid cloud option, before moving to a full cloud solution.

Members were informed that the Council had also recently upgraded its printers, and there were now roughly 80 printers within the organisation. The Interim Head of ICT confirmed that the Council were still looking at ways to reduce its level of printing.

RESOLVED: That the update on ICT operations at the Council was noted.

9. FUTURE REVIEW TOPIC

The Democratic Services Officer introduced the report regarding the Committee's potential next review topic, highlighting the process and the proposed timeline for completing the review.

The Committee heard that the Chairman had suggested a review could be held on the topic of community safety, tasking teams and the impact of the new policing structures in Hillingdon.

Members expressed their agreement with the proposed review topic, and noted that it was interesting and important for the Borough. The Committee agreed that there was lots to be learned from the potential topic, and agreed to request a scoping report on the topic for consideration at the next meeting.

RESOLVED: That the Committee request a scoping report on the topic of community safety, tasking teams and the impact of the new policing structures in Hillingdon, for the Committee's next review.

10. FORWARD PLAN

Members asked for confirmation on whether the provider of the cleaning service for the Civic Centre and other properties will use environmentally friendly chemicals.

RESOLVED: That the Cabinet Forward Plan be noted.

11. WORK PROGRAMME 2018/2020

RESOLVED: That the work programme for 2018/19 be noted, and that the meeting scheduled to take place on 9 October 2018 be moved to Thursday 11 October 2018.

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2019/20 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES, COMMERCE & COMMUNITIES POLICY OVERVIEW COMMITTEE

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Iain Watters, Financial Planning Manager
Papers with report	None

HEADLINES

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, Commerce & Communities Policy Overview Committee. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2019 will need to be considered.

RECOMMENDATIONS

1. **That the Committee notes the financial context in which the 2019/20 budget setting process will take place in advance of detailed savings proposals being developed and approved at Cabinet in December 2018.**

SUPPORTING INFORMATION

2. This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2019/20 and beyond. The focus of this report is the broader financial position of the Council, with the report to be considered in January 2019 setting out the detailed budget proposals for relevant services, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 13 December 2018.

Corporate Overview – General Fund

3. 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. The following paragraphs outline the medium term financial position presented in the 2018/19 Budget Setting Report approved by Cabinet and Council in February 2018.
4. A challenging outlook for the medium term was outlined in February, with a headline budget gap of £54,987k over the four years 2019/20 to 2022/23 against a 2018/19 budget requirement of £220,336k. £20,635k of this headline savings requirement falls in 2019/20, which is the final year of the current multi-year funding settlement. This opening position

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assumes no Council Tax increases or Use of General Balances to delay the requirement for savings.

5. As in previous years, this gap is driven by a combination of inflation, service pressures and funding reductions, with the additional challenge of substantial increases in the debt servicing costs to support planned capital expenditure. The following table outlines the relative contribution of each of these factors, with capital financing accounting for close to 90% of the £9,313k Corporate Items figure quoted below.

Table 1: Projected Budget Gap (2019/20 to 2022/23)

	2019/20	2020/21	2021/22	2022/23	Total
	£'000	£'000	£'000	£'000	£'000
Inflation	7,064	5,626	5,683	5,741	24,114
Contingency	3,045	3,298	3,453	3,455	13,251
Corporate Items	3,417	1,998	2,043	1,855	9,313
Loss of One-Off Funding	3,561	5,400	0	0	8,961
Change in Recurrent Funding	3,548	(1,340)	(1,355)	(1,505)	(652)
Annual Budget Gap	20,635	14,982	9,824	9,546	54,987
Cumulative Budget Gap	20,635	35,617	45,441	54,987	

6. The £24,114k inflation pressure is primarily driven by workforce costs and uplifts in the cost of social care packages, with only £4,452k provided against other contracted out services, facilities costs and external levies. This inflation projection is built around a central assumption that the Consumer Prices Index returns to the 2% Bank of England target rate over coming twelve months.
 - a. Workforce expenditure accounts for £12,814k of this pressure, with the second year of the current pay offer of 5.3% over two years assumed to be followed by 2% per annum increases, alongside a projected 2.5% increase in Employer's Pension Contributions.
 - b. Adult Social Care placements account for a further £5,898k inflation, assuming 2% per annum increases are required to keep wages in the sector competitive with the broader economy.
 - c. Similar demands on Children's Placement providers are expected to require a further £1,433k increases over the four-year period.
7. Increased demand on services from a growing and changing population is expected to drive a £13,251k growth in contingency budgets, reflecting material movements in demand across Adult Social Care, Waste Disposal, Children's Services and SEN Transport.
 - a. The cost of Adult Social Care placements are projected to grow by £6,667k in line with 2% per annum growth in older population alongside the impact of children transitioning into the service from education and other settings.
 - b. An uplift of £3,450k in the cost of Waste Disposal is expected to be driven by annual increases in waste volumes and disposal costs of around 5.5%.

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- c. Across Children's Services and SEN Transport a combination of a growing population and increasing complexity of need is expected to drive annual increases in excess of 5% per annum at a combined cost of £3,334k.
8. The projected £9,313k growth required for Corporate Items is primarily linked to the uplift in capital financing costs associated with £152,558k borrowing set out in the Council's 2017/18 to 2022/23 Capital Programme. The annual revenue cost of this borrowing would total £8,133k at current interest rates, with a £10,000k movement in the capital programme resulting in a £540k change in revenue financing costs. Alongside capital financing costs and smaller technical items, £855k growth will be required in 2022/23 should the Council no longer be able to capitalise expenditure on the BID Team and other transformation resource.
9. The ending of £8,961k of time limited funding available to support the 2018/19 budget contributes to this overall savings requirement, consisting £5,400k forecast additional income from the 100% Business Rates Pilot Pool, £2,611k Collection Fund surpluses arising from a review of bad debt provisions and £950k of General Balances.
10. Finally, the headline level of funding is expected to remain broadly steady over the four years from 2019/20, assuming no material movement in levels of grant support or fundamental changes to the Business Rates Retention system. On current projections, annual growth of around 1.2% in the Council Tax Base is expected to raise an additional £5,342k income, with a further £1,231k expected from commercial growth in borough to deliver £6,573k through new development. Combined with £4,525k inflationary uplifts in Business Rates and £10,446k grant reductions linked to the austerity programme, this would result in a net gain of £652k in funding by 2022/23.
11. There remains a level of uncertainty within the funding position, as a result of the on-going Fair Funding Review, which will see a redistribution of resources between local authorities, and the long awaited expansion of the 50% Business Rates Retention system to 75% and ultimately 100%. It is likely that on balance these measures will benefit rather than adversely affect Hillingdon given the borough's strong population growth and substantial Business Rates base. Although as any favourable movement could be phased in over a number of years from 2020/21, and would likely not exceed £5,000k, this cannot be relied upon as a single solution to the financial challenge facing the Council.
12. The forthcoming Green Paper on Adult Social Care may provide a more tangible contribution towards managing this emerging budget gap, hopefully providing a national approach to funding the twin pressures of growing demand for care and increasing costs of providing care. These twin pressures account for £12,565k of the overall £54,987k budget gap, with potential for a dedicated funding stream providing a mechanism to finance this cost.

Corporate Overview - Other Funds

13. The Housing Revenue Account (HRA) is subject to a statutory ringfence, with £55,932k of rental income from the Council's social housing provision being reinvested in maintenance, improvement and expansion of housing stock. The approved capital programme includes funding to acquire 545 new dwellings over the period to 2022/23, providing a mechanism to replace an expected 439 sales of properties to sitting tenants through the Right to Buy. The

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financial standing of the HRA remains sound, with the 30 Year Business Plan demonstrating sustainability of the current operation over the longer-term.

14. The Schools Budget is subject to statutory ring-fence, requiring that annual funding allocations from the Department for Education through the Dedicated Schools Grant (DSG) are fully deployed in support of education services. For 2018/19, individual schools were protected by a Minimum Funding Guarantee limiting any losses in per pupil funding to -1.5%. As part of the move to the National Funding formula Central Government provided additional funding that would ensure school budgets increased by at least 0.5%. For Hillingdon, the actual increase was 2.2%.
15. The DSG has competing demands across the four funding blocks (Early Years, Schools, High Needs and Central School Services), with particular pressures in High Needs, where any increase in funding has not been sufficient to meet the cost of growth relating to both pupil numbers and complexity. The implementation of the ring fenced arrangement between the relevant funding blocks has resulted in a shortfall of funding in the High Needs block with a balanced budget only achieved due to agreement with Schools Forum to transfer 0.5% of Schools Block funding to fund the increasing cost of High Needs. The 2018/19 budget approved by Schools Forum did not provide additional resources to offset the cumulative deficit accruing on the Schools Budget, which at totalled £4.1m at 31 March 2018.
16. It is expected that the implementation of the 'hard' National Funding Formula will have a significant impact on the ability of the Schools Forum to set a balanced budget in future years as the expectation is that funds will no longer be allowed to be transferred between the funding blocks. In order to address this, the process of developing a three year budget to try to understand what pressures the DSG will be under along with a major review of all expenditure covered by the DSG is being undertaken. However, it should be noted that these options will be limited, as the total of the Central Services Funding Block is £2.8 million, which in itself is less than the cumulative DSG deficit.

Strategy to deal with the Budget Gap

17. The Council is well placed to respond to the on-going financial challenge, with a solid track record of delivering balanced budgets and retaining £40,321k unallocated General Balances at 31 March 2018. Over the four year period since 2015/16, the Council has successfully implemented (or in the case of 2018/19 are expected to be delivered in full) a £47,024k savings programme, responding to the combined challenges of reducing funding and growing demand for services while minimising the impact on services to Residents.
18. A thematic overview of the savings programmes for 2015/16 to 2018/19 is presented below, with the following themes continuing to form the basis of development of savings proposals for 2019/20 and future years:
 - a. Service Transformation represents the single largest category of savings, with items presented in this category primarily linked to implementation of the BID Programme;
 - b. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn and similar exercises being undertaken by Finance;

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- c. Effective Procurement savings capture the benefits secured from efficiency savings from contracted services and reviews of delivery models in a number of areas;
- d. 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;
- e. Income Generation & Commercialisation proposals primarily relate to amendments to Fees and Charges; and,
- f. Changes of Responsibility & Funding Streams relates to mechanisms such as the New Homes Bonus, Troubled Families Grant and the synergies / efficiencies arising from transfers of functions to and from Local Government such as Education and Public Health.

Table 2: 2015/16 to 2018/19 Savings Programme

	2015/16	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000
Service Transformation	(1,269)	(3,864)	(7,222)	(3,936)	(16,291)
Zero Based Reviews	(1,863)	(3,705)	(4,691)	(2,536)	(12,795)
Effective Procurement	(2,002)	(1,388)	(2,171)	(1,385)	(6,946)
Preventing Demand	(2,231)	(1,171)	(407)	(2,695)	(6,504)
Commercialisation & Maximising Income	(493)	(854)	(1,017)	(103)	(2,467)
Change of Responsibility & Funding Streams	(742)	(1,279)	0	0	(2,021)
Savings Programme	(8,600)	(12,261)	(15,508)	(10,655)	(47,024)

MTFF Process Update and Timetable

19. 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 the Corporate Management Team, HIP Steering Group and the Leader of the Council throughout the remainder of the year.

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Table 3: MTFF Timetable

2019/20 Budget Setting and Medium Term Financial Forecast	
March 2018 to February 2019	Monthly Updates to the Corporate Management Team and HIP Steering Group
May 2018	Initial Report to Leader on Scoping a Financial Strategy
	Zero Based Review of 2018/19 Budgets
July 2018	Summer Challenge Sessions
	Summer Budget Report to Members
	Budget Scoping Reports to July POCs
October 2018	Autumn Challenge Sessions
November 2018	Autumn Budget Report to Members
December 2018	Provisional Local Government Finance Settlement
	Consultation Budget Report to Cabinet
January 2018	Public Budget Consultation
	2019/20 Budget Proposals to January POCs
February 2018	Final Local Government Finance Settlement
	Final Budget to Cabinet and Council

Next Steps

20. The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 13 December 2018 and issued for consultation during the remainder of December 2018 and January 2019. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.
21. Key issues within the remit of Corporate Services, Commerce & Communities Policy Overview Committee will continue to be tracked through the Council's budget monitoring process, with monthly reports to Cabinet detailing the latest position and outlook for 2018/19.

Implications on related Council policies

Policy Overview Committees are at the heart of how the Council shapes policy at Member level.

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How this report benefits Hillingdon residents

Policy Overview Committees directly engage residents in shaping policy and recommendations from the Committees seek to improve the way the Council provides services to residents.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

The Council's Budget: General Fund Revenue Budget and Capital Programme 2018/19 – reports to Cabinet 15 February 2018 and Council 22 February 2018.

The Council's Budget: 2018/19 Revenue and Capital Month 2 Budget Monitoring – report to Cabinet 26 July 2018.

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FACILITIES MANAGEMENT CIVIC CENTRE PROJECTS

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee
Officer reporting	Brian Colyer, Residents Services
Papers with report	None

HEADLINES

This report will outline the work being carried out by Civic Centre Projects.

RECOMMENDATION

That the Committee note the report regarding Facilities Management Civic Centre Projects.

SUPPORTING INFORMATION

2017/18 was a very busy year for the Civic Centre projects, with most of our toilets and Kitchenettes being refurbished. A carpet and decoration, as well as an LED lighting replacement program started. There was also a large office churn, which all resulted in some very positive feedback from the staff.

Please find below table of current 2018/19 capital projects (£10K+) at the Civic Centre. These projects are subject to our LBH procurement process and Capital Release approvals. Facilities are also constantly working on small works projects (below £10K) which consists, but is not limited to, electrical, air conditioning, heating, sanitary, fabric, security, fire equipment, heating & ventilation etc.

In addition, the management team provide space planning and office moves. This has been more prominent since the recent changes to GDPR. Over the last year we have managed to introduce a number of additional meeting rooms and floor ad-hoc meeting spaces, along with the normal churn (circ 150).

Budget: We work closely with the Capital Finance team regarding expenditure. We are anticipating to spend circ £1,500,000 Capital Funds on the Civic Centre in 2018/19.

Note: projects and scopes are subject to change.

Sample capital projects that are being worked on in 2018/19

Project	Stage/Programme	Improvements/Impact
Phase 2 Carpet, Blinds replacement and Painting 2018	Completed	Project replacing end of life items which will also improve environment

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Project	Stage/Programme	Improvements/Impact
Phase 3 Carpet, Blinds replacement and Painting 2018	Start date, Q2, 3 month program	Project replacing end of life items which will also improve environment.
Phase one Brick and Paving	Completed	Replacement and repair of paving that has become an H&S issue.
Phase two Brick and Paving	Start date, Q3	Replacement and repair of paving that has become an H&S issue.
Mechanical & Electrical upgrades	Live project 50% completed	Replacement of out of life items.
Automatic Door Closers Upgrades to Civic Centre	Live project	Replacing end of life items. The new door closures will now meet current Fire and DDA regulations.
LED lighting Phase 2	Live project: Anticipated complete end September 2018	Replacement of 1,400 light fittings with new LED fittings. (Level 2 North, East, South and West quadrants) and Lobster Pot car park. Project will improve working environment for staff, reduce maintenance requirements and reduce energy consumption with anticipated avoided energy cost of £30K per annum.
LED lighting Phase 3 approvals	To follow Phase 2, expected Q4 or following Q1 subject to approvals	TBC
Middlesex Suite New Roof	-- Consultation on listed building required -- Funding approval required -- Earliest Start on site Q3 2018 -- Expected duration 4 weeks	The roof covering has flat roof blisters/bubbles in several places; the brick up-stand surround to the roof is in a poor state of repair in some places and is required to be replaced. These works will stop water ingress, drainage of water and, in addition to improved insulation.
Mezzanine (2E) Flat Roof Repair	-- Consultation on listed building required -- Funding approval required -- Earliest Start on site Q3 2018 -- Expected duration 4 weeks	The roof covering has flat roof blisters/bubbles in several places; the brick up-stand surround to the roof is in a poor state of repair in some places and is required to be replaced. These works will stop water ingress, drainage of water and, in addition to improved insulation.
Fire door/ compartmentalisation	-- Funding approval required -- Earliest Start on site Q3 2018 -- Phased over FY likely	Compliance with: Fire regulations H&SAWA

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Project	Stage/Programme	Improvements/Impact
Middlesex Suite A/C Installation	-- Consultation on listed building required -- Funding approval required -- Earliest Start on site Q3 2018 -- Expected duration 4 weeks	AC replacement to improve performance and to enable the suite to operate independently of the remainder of the building for out of hours functions.
Security Upgrade	-- Funding approval required -- Earliest Start on site Q3 2018 -- Expected duration 6 weeks	Enhancements to main staff access points to improve building security including the installation of speed gates.
Refit of Room A357_3West and 2East	-- Funding approval required -- Earliest Start on site August 2018 -- Expected duration 4 weeks	Improvements to office layout and provision of tea point adjacent to A357.
The Old Print room -- Install AC units	-- Consultation on listed building required -- Funding approval required -- Earliest Start on site Q3 2018 -- Expected duration 1 weeks	Area occupied by the anti fraud team has no air conditioning and suffers from poor heating in winter. The project will improve the room conditions.
Replace Car park Roller Shutter Doors	-- Funding approval required -- Earliest Start on site Q3 2018 -- Expected duration 6 weeks	Replacing the existing units with modern roller shutter doors will enhance security and door operation reliability.
Reception Lifts Refurbishment 2016/17	-- Retendered with contractor appointment possible in next 4-6 weeks -- Earliest Start on site September -- Expected duration 12 weeks	DDA compliant. Increased reliability for next 20 years. Fire lift. Improved control -- all 3 lifts act work together in triplex mode

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FIRST REVIEW - DRAFT SCOPING REPORT

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	Scoping Report: Community Safety and Policing in Hillingdon

HEADLINES

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

RECOMMENDATION

That the Committee comment on and consider the “Community Safety and Policing in Hillingdon” scoping report to initiate the agreed review.

SUPPORTING INFORMATION

INFORMATION

1. The Committee is responsible for undertaking the ‘policy overview’ role in relation to the Chief Executive’s Office and Finance areas 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 20 June 2018, Members discussed potential topics for a review and it was agreed that a scoping report in relation to community safety and policing in Hillingdon be brought to the meeting scheduled for 24 July 2018.

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Corporate Services, Commerce & Communities Policy Overview Committee Review Scoping Report (DRAFT)

Working title: reviewing the new local policing arrangements in support of the Council's community safety efforts and funded Tasking Teams

1. REVIEW OBJECTIVES

Aim and background to review

In February 2018, the Metropolitan Police announced major changes to the way that local policing was delivered in London through the introduction of Basic Command Units (BCUs).

BCUs replaced the Metropolitan Police's old 32-borough model by merging local policing in boroughs to form 12 BCUs. Each BCU is led by a chief superintendent who will be the BCU Commander, and buildings, staff and resources will be shared across borough boundaries. In Ealing, Hounslow and Hillingdon, the BCU Commander is Chief Superintendent Paul Martin.

Hillingdon combined with Ealing and Hounslow to form a BCU.

The BCU model was tested in two boroughs from January 2017, with Barking and Dagenham, Redbridge and Havering combined, as well as Camden and Islington boroughs. Hillingdon became a part of one of the next two BCUs to become operational across London.

At the Committee meeting on 20 July 2018, it was unanimously agreed to further explore Community Safety and Policing in Hillingdon as a potential review topic, and officers were requested to provide a scoping report that set out the guidelines to investigate the new policing structure and the impact that it will have upon community safety.

Proposed Terms of Reference (DRAFT)

- 1. To understand the role played by, and, if required, what changes are necessary for the Community Safety team to work alongside the new emerging West Borough Command Unit for the Metropolitan Police;*
- 2. Considering how interface works on a daily basis, how contact takes place at a strategic level, and what synergy comes from the Council's investment in upgraded CCTV, in particular, the use of town centre ANPR cameras by the Police;*
- 3. Reviewing links to the Anti-Social Behaviour and Housing Teams, and defining / ensuring clear lines of responsibility for the Police, Registered Social Landlords, and other external bodies from issues arising.*
- 4. Reviewing the Council-funded Tasking Teams, both north and south of the A40, and how they will be managed going forward, and what good news results can be expected to reassure residents that Hillingdon is safe; and,*
- 5. Confirming that the Council is receiving value for money for its contributions to the West Borough Command Unit, and ensuring that money is not redirected away from Hillingdon to the other neighbouring Boroughs.*

2. INFORMATION AND ANALYSIS *(Where we are now?)*

Current context

The Community Safety Team at the London Borough of Hillingdon has a key role in supporting and coordinating the work of the Safer Hillingdon Partnership (SHP). The team monitors the priorities set annually by the SHP and works closely with key partners such as the police, fire service and health to develop and implement initiatives that keep these priorities on track. In working towards the aim of reducing crime and anti-social behaviour, it helps to ensure that all our residents who study, work and live in the Borough are safe. The Community Safety Team also takes a leading role on behalf of the Council in all Community Safety related issues and provides advice and support to residents, non-government organisations, other Council departments and Elected Members.

Key Information

Prior to the merger of the three boroughs (Hillingdon, Hounslow and Ealing) on 6 June 2018 to become West London Basic Command Unit (BCU), Partnership Teams were known as the

Partnership Tasking Teams. There are two teams, one for the North of Hillingdon and the other for the South. Under the new BCU model, the officers who staff these teams will, other than in exceptional circumstances such as Grenfell, be 'ring-fenced' to Hillingdon and not be tasked for other duties such as 'resourcing up response teams'. The teams consist in total of two (2) sergeants and eleven constables. The purpose of the Partnership Teams is to reduce Anti Social Behaviour and the number of repeat victims of Anti Social Behaviour across the Borough. The officers deploy a number of different activities in order to achieve this aim such as high visibility and plain clothes patrols, together with problem solving and targeting areas where there has been an increase in crime such as motor vehicle theft, burglary and knife crime. The team is co-funded by the London Borough of Hillingdon.

Taskings for the teams are currently generated through the BCU Command and the Local Authority (Community Safety Team, ASBIT and Housing). Regular meetings are held with both Partnership Sergeants, and the Service Manager for the Community Safety Team attends the fortnightly Borough Tasking Meetings. The Service Manager is able to directly task both teams should any issue of concern arise. A work return for each team is received at the end of each month which is cascaded to senior officers within the Council.

Following the merger of the BCU, the Service Manager for Community Safety has met with both Lisa Cronin, the Partnership Inspector, and Chief Inspector Andrew Deane - Neighbourhoods and Partnership. Further meetings are scheduled to take place to review and refresh the way that the Council currently works with its Partnership Teams.

The Service Manager for Community Safety has a good working relationship with the police and is able to contact other police teams such as the Safer Neighbourhood Teams, Criminal Investigation Department and Safeguarding Teams to alert them to issues raised intelligence gathered during Partnership Tasking Events, and concerns raised by residents and Elected Members.

Responsibilities

The portfolio Cabinet Member responsible is Councillor Douglas Mills, as Cabinet Member for Community, Commerce and Regeneration.

Connected activity

The External Services Select Committee has a statutory responsibility to scrutinise the performance of the Safer Hillingdon Partnership. At its meeting in September, members of this Committee will be questioning the Metropolitan Police Service on the changes that have been recently implemented, as well as performance on a number of issues.

Further information

Metropolitan Police (12 February 2018), *Met Announced Changes to Local Policing* (online). Available from: <http://news.met.police.uk/news/met-announces-changes-to-local-policing-294044>

The Mayor's Office for Policing and Crime (MOPAC); (Information available online at MOPAC website): <https://www.london.gov.uk/what-we-do/mayors-office-policing-and-crime-mopac>

3. EVIDENCE & ENQUIRY

Lines of Enquiry & Witness testimony

Lines of enquiry will need to be worked up in due course.

Potential witnesses could include:

- Testimony from LBH Officers;
- Testimony from the Metropolitan Police Service;
- Testimony from representatives of Local Residents Associations;
- Testimony from the Mayor's Office for Policing and Crime (MOPAC);
- Testimony from the Cabinet Member.

Members may wish to suggest alternative witnesses.

Emerging conclusions or themes for development

These will emerge and become apparent as the review progresses.

4. REVIEW PLANNING & ASSESSMENT

As Policy Overview Committees now operate under a multi-year work programme, the Committee has scope to undertake a more detailed review.

It is advised that witnesses attend in themed sessions. Draft timeframe & milestones are set out below and can be extended or reduced as the Committee sees fit:

Meeting Date	Action	Purpose / Outcome
24 July 2018	Agree Scoping Report	Information and analysis
20 September 2018	Witness Session 1	Evidence & enquiry
11 October 2018	Witness Session 2	Evidence & enquiry
6 November 2018	Witness Session 3	Evidence & enquiry

8 January 2019	Draft Final Report	Proposals – agree recommendations and final draft report
March 2019	Cabinet - Consider Final Report	Agree recommendations and final report
October 2019	Monitoring of implementation of recommendations	

** 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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FORWARD PLAN

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	Appendix A – Forward Plan

HEADLINES

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

RECOMMENDATION

That the Committee note the Forward Plan, and comment on any items coming before Cabinet if they see fit.

SUPPORTING INFORMATION

The Forward Plan is updated on the 15th of each month. An edited version to include only items relevant to this Committee's remit is attached as Appendix A.

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Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI = Standard Item each month Council Departments: RS = Residents Services SC = Social Care GEO = Chief Executive's Office FD= Finance									
Cabinet - 21 June 2018									
253	New contract for the Advocacy, Independent Visitor and Return Interview Services within Children's Services	Cabinet will consider the award of a new two year contract for Advocacy Services for Looked After Children, Young People and Care Leavers in Hillingdon; the provision of an Independent Visitor Scheme and Return Interviews for Children and Young People within Hillingdon's Children's Services.	All		Cllr David Simmonds CBE	SC/FD - Janice Altenor / Sally Offin		NEW	Private (3)
254	Purchase of Four Refuse Collection Vehicles	Approval is sought for the purchase of four new refuse collection vehicles to replace the existing vehicles at Harlington Road Depot.	All		Cllr Jonathan Bianco	RS - Bobby Funch		NEW	Private (3)
223	Support to youth football in the Borough	To meet the need for the demand in youth football, Cabinet will consider the relocation of the former Yiewsley Bowls Club House (not in use) to Sipson Recreation Ground to provide changing rooms and facilities for the West Drayton Explorers FC.	Yiewsley / Heathrow Villages		Cllr Jonathan Bianco	RS - Neena Singh / Michael Naughton	Petition Hearing with residents		Private (3)
242	Budget 2017/18 Outturn	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	FD - Paul Whaymand			Public
Cabinet - 26 July 2018									
244	Cleaning Service for the Civic Centre and other Hillingdon Properties	Following competitive tender, Cabinet will consider the contract for the provision of cleaning services at the Civic Centre and premises across the Borough, comprising, internal cleaning, window cleaning and porter services. The scope of the contract includes 77 facilities across the Borough including libraries, children centres and other facilities used by residents.	All		Cllr Jonathan Bianco	RS / FD - Brian Colyer / Michael Breen			Private (3)

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WORK PROGRAMME 2018 - 2020

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	Appendix A – Work Programme

HEADLINES

To enable the Committee to track the progress of its work in 2018-2020 and forward plan its work for the current, and next, municipal year.

RECOMMENDATIONS:

That the Committee note the Work Programme 2018 – 2020 and agree any amendments.

SUPPORTING INFORMATION

The Committee’s meetings start at 7.30pm (unless stated otherwise below), and the meeting dates for the next municipal year are as follows:

Meetings	Room
20 June 2018	CR6
24 July 2018	CR4
20 September 2018	CR4
11 October 2018	CR4
6 November 2018	CR4
8 January 2019	CR4
5 February 2019	CR4
6 March 2019	CR4
9 April 2019	CR4
June 2019 - Date TBC	TBC
July 2019 - Date TBC	TBC
September 2019 - Date TBC	TBC
October 2019 - Date TBC	TBC
November 2019 - Date TBC	TBC
January 2020 - Date TBC	TBC
February 2020 - Date TBC	TBC
March 2020 - Date TBC	TBC
April 2020 - Date TBC	TBC

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 24 July 2018

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Multi year work programme

Corporate Services, Commerce & Communities **2018**

2019

Meeting Month	June	July	September	October	November	January	February	March	April	June	July	September	October
Date	20	24	20	11	6	8	5	6	9	TBC	TBC	TBC	TBC

REVIEW A: local policing arrangements in support of the Council's community safety efforts and funded Tasking Teams

Topic selection / scoping stage	X	X											
Witness / evidence / consultation stage			X	X	X		X						
Findings, conclusions and recommendations							X						
Final review report agreement													
Target Cabinet reporting										CABINET			
Post review monitoring													Example only

Title of Review B

Topic selection / scoping stage							Example only	Example only					
Witness / evidence / consultation stage									Example only	Example only			
Findings, conclusions and recommendations													
Final review report agreement													
Target Cabinet reporting													
Post review monitoring													

Regular business items

Mid year Budget Update		X											
Annual complaints & service update report			X								X		
Cabinet's budget proposals for next financial year							X	All POCs					
Cabinet Forward Plan monitoring	X	X	X	X	X	X	X	X	X	X	X	X	X

One-off business items

Introductory report on overview and scrutiny	X												
Annual Safety Review - Sports Grounds			X										
Officer Report - Overview of ICT operations	X												
Officer Report - Use of Space in Civic Centre		X											
Past Review monitoring - Recruitment					X								
Past Review monitoring - Staff Induction & Retention											X		
Past Review monitoring - Homophobic, Biphobic & Transphobic Bullying												X	

Internal use only

Report deadline	8 June	5 July	7 September	26 September	26 October	21 December	25 January	22 February	29 March	TBC	TBC	TBC	TBC
Agenda published	12 June	16 July	12 September	1 October	29 October	31 December	28 January	26 February	1 April	TBC	TBC	TBC	TBC

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