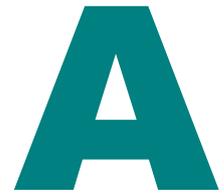




HILLINGDON
LONDON



Corporate Services, Commerce and Communities Policy Overview Committee

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

Date: TUESDAY, 8 JANUARY
2019

Time: 7.30 PM

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

**Meeting
Details:** Members of the Public and
Media are welcome to attend.

This agenda is available online at:
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camera and scan the code below:



Published: Friday, 28 December 2018

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Putting our residents first

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW

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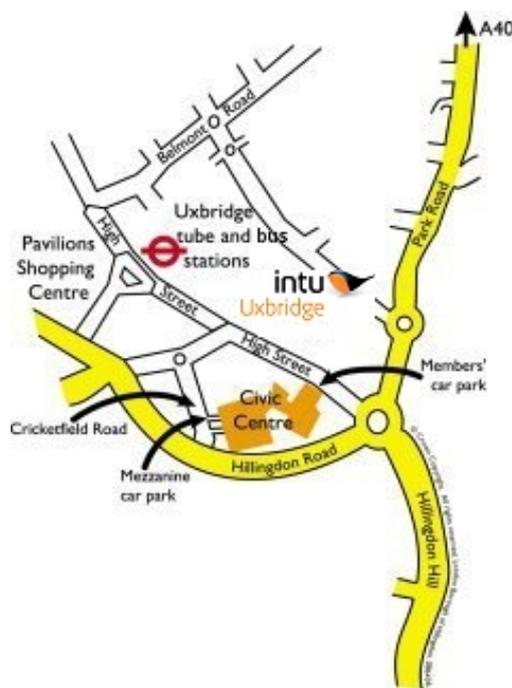
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Terms of Reference

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

- 1** Apologies for absence
- 2** Declarations of Interest
- 3** Minutes of the meeting held on 6 November 2018 1 - 6
- 4** Exclusion of Press and Public
- 5** Budget Proposals 7 - 16
- 6** Past Review Update: Recruitment in Hillingdon 17 - 30
- 7** Review B: Broadcasting of Policy Overview, Scrutiny & Select Committees on YouTube 31 - 36
- 8** Review A: Policing in Hillingdon 37 - 38
- 9** Forward Plan 39 - 42
- 10** Work Programme 2018/2020 43 - 46

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Minutes

Corporate Services, Commerce and Communities
Policy Overview Committee
Tuesday, 6 November 2018
Meeting held at Committee Room 4 - 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
Farhad Choubedar
Alan Deville
Jazz Dhillon
Vanessa Hurhangee

Apologies:

Councillors Nicole Brightman
Kerri Prince

Substitutes

Councillors Simon Arnold
Stuart Mathers

Officers Present:

Raj Alagh, Borough Solicitor
Bill Hickson, Anti-Social Behaviour and Environment Manager
Jacqui Robertson, Service Manager for Community Safety
Rob Smith, Head of Revenue and Benefits
Luke Taylor, Democratic Services Officer
Iain Watters, Financial Planning Manager

36. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Nicola Brightman and Councillor Kerri Price, with Councillor Simon Arnold and Councillor Stuart Mathers substituting.

37. DECLARATIONS OF INTEREST

There were no declarations of interest.

38. MINUTES OF THE MEETING HELD ON 11 OCTOBER 2018

RESOLVED: That the minutes of the meeting held on 11 October 2018 be agreed as a correct record.

39. EXCLUSION OF PRESS AND PUBLIC

It was confirmed that all items marked as Part I would be heard in public, and all items marked as Part II would be heard in private.

40. POLICING IN HILLINGDON

The Service Manager for Community Safety and Anti-Social Behaviour and Environment Manager were in attendance to address the meeting regarding combatting anti-social behaviour (ASB) in the Borough under the new policing structures.

The Anti-Social Behaviour and Environment Manager informed the Committee that the team that he was responsible for was essentially an enforcement team and an extended arm of the “policing family” that worked under the same rules as the police in the vast majority of cases.

Members heard that the Anti-Social Behaviour and Environment Team (ASBET) were responsible for anti-social behaviour, waste management issues ranging from rubbish that was put out on the wrong day to large fly-tipping instances that were tackled alongside the Environment Agency, tenancy management breaches, noise, dust and odour nuisance, abandoned vehicles, and oversaw services such as animal welfare and pest control that were looked after by contractors. The team is also involved in “action days” alongside environmental enforcement officers and ASB officers.

Councillors were informed that ASBET had a very strong working relationship with the Community Safety Team (CST), particularly after the move to a Tri-Borough policing structure, as weekly meetings were held with CST to discuss concerns, successes, and areas of crossover between the two teams. In addition to this, fortnightly meetings were held with the Police Tasking Team, where officers could submit tasks for the police to complete, such as combatting ASB reported to the Council by residents in the area affected, including, but not limited to, street-drinking, harassment, drug use, drug dealing and intimidation.

The ASBET Manager stated that, when the assistance of the Police was required, this assistance could be arranged with the help of the Service Manager for Community Safety and CST, and on these occasions, support from the Police was received very regularly, considering the limited resources that the Police were working with. When urgent requests were needed to be made to the Police, the Service Manager for Community Safety was able to pass these on directly.

The Committee heard that there was a very strong working relationship between the ASBET and CST, as a lot of the teams’ work was interlinked. Prior to the new policing structure, ASBET officers approached police officers in the Safer Neighbourhood Teams (SNT) directly with issues that led to varying degrees of success. Some SNT officers were keen to be involved in issues, while others were less enthusiastic. The new arrangements make it much easier to pass on information

to the police and get issues dealt with, courtesy of the bi-weekly tasking meetings, and responses to tasks are more positive.

Responding to questioning from Members, the ASBET Manager stated that if there was persistent dumping of rubbish, ASBET would work closely with Waste Services to identify potential “hotspots”, and visit the site throughout the week, collecting materials and searching through the refuse for evidence, before taking appropriate action. However, due to the increased public awareness of fraud, and anti-fraud measures, such as removing names and addresses from letters, it is now more difficult to find evidence. Additionally, when a CCTV camera identifies a culprit, the picture cannot currently identify who the person is and ASBET must investigate, but many people are reluctant to share their knowledge of who the person is.

The Committee questioned how ASBET is linked with the Tasking Team, and how work is passed on to the Police. The ASBET Manager commented that when ASBET are notified of an issue, they look at all aspects of it and consider whether it is in the remit of the police. If it is, a tasking form is then completed and submitted to the Police. Urgent issues, information or requests are passed on outside the fortnightly meetings as priorities. The Service Manager for Community Safety noted that various information is received from ASBET and these are presented to the Tasking Officers fortnightly, as well as passing on other issues that have arisen from other boards, and the Tasking Officers then prioritise the issues they have received, as they may have information that the Council is not privy to. Members heard that this information could be received from all over the Borough, and it is passed on to the Police when necessary, who then state what action can be taken and what issues are for others, such as dedicated Ward Officers.

Responding to Members, the ASBET Manager noted that his team is building relationships with social landlord colleagues. In the past there were issues in this area, and restructuring had held relationship building back, but regular meetings between ASBET and social landlords were helping to build relationships. These regular meetings allow the Council to question the landlords on actions that have been taken, and social landlords are also able to refer issues back to the Council or ask for information regarding CCTV or ASB concerns. The ASBET Manager noted that it was important to build a two-way working relationship, and while this has been achieved with some social landlords, it is important that the Council try to achieve this with all involved. The Committee commented that it was vital that the Council was proactive and not just reactive to issues, and it may be useful for Housing Associations to have a voice at the table to express concerns over ASB and other issues.

Councillors stated that it was important that Hillingdon remained a priority for the Police, but questioned what opportunities there were to work with neighbouring boroughs, as crime did not stop at borough borders. The ASBET Manager stated that there was crossover where the Council could afford it, such as with traveller incursions, and on these occasions, neighbouring local authorities gathered together to share information and look for an emerging picture of the scenario, including potential future issues that may arise and intelligence sharing. Members heard that it was important to build on this and invite other local authorities to participate and help combat arising problems. In the past, regular meetings with the London Boroughs of

Hounslow and Ealing and Buckinghamshire County Council took place, and it has been suggested that these meetings are regenerated in the future.

Responding to questioning from the Committee, the ASBET Manager confirmed that the right structures and systems were in place. Members were informed that within ASBET, communications were good and there was no need for extra resources or officers as things stand. Furthermore, the use of the Service Manager for Community Safety as the single point of contact works very well. The Service Manager for Community Safety confirmed that, in her absence, her deputy was a former Borough Commander.

The Committee heard that the Service Manager for Community Safety held a monthly meeting with the CST Managers in both Hounslow and Ealing, and these meetings help foster closer working relationships and the sharing of resources. Additionally, Lisa Cronin, the Inspector for Neighbourhoods and Partnership at the Police, oversees all the teams and comes to fortnightly meetings to tell all the Councils of any emerging borough-wide trends.

Furthermore, Members were informed that the Partnership and Prevention Hub, based in Hounslow, sends a daily update of crimes to the Service Manager for Community Safety, some of which are cross-borough crimes.

Responding to Councillors' questioning, it was confirmed that there were cases when Police had been concerned about a lack of CCTV coverage, and in these cases, CCTV was installed.

The ASBET Manager confirmed that currently, there was not anything that came to mind to improve communications and processes, and while there were good and bad moments in any relationship, any bad moments were few and far between. The structure was good, processes were simple, and currently everything was fit for purpose.

Members thanked the officers for their attendance and the information given.

41. FORWARD PLAN

RESOLVED: That the forward plan be noted, and responses be requested on the following issues:

- 1. What are the requirements and thresholds requested in the Playground Refurbishment Programme contract, and does this include playgrounds on housing land or does it refer to just open spaces?**
- 2. How is it decided who to sell land to when the Cabinet consider the disposal of land?**

42. WORK PROGRAMME 2018/2020

RESOLVED: That the work programme be noted.

43. HEATHROW BUSINESS RATES

This item is included in Part II as the authority believes that the public interest in withholding the Information outweighs the public interest in disclosing it (exempt information under paragraphs 3 and 5 of Part 1 of Schedule 12A to the Local Government (Access to Information) Act 1985 as amended).

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2019/20 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES, COMMERCE AND COMMUNITIES POLICY OVERVIEW COMMITTEE

Committee name	Corporate Services, Commerce & Communities
Officer reporting	Iain Watters & Gemma McNamara, Finance
Papers with report	Appendix A - Savings Proposals Within the Corporate Services, Commerce and Communities Policy Overview Committee Remit

HEADLINES

1. To comply with the Budget and Policy Framework procedure rules, as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Corporate Services, Commerce and Communities Policy Overview Committee, along with indicative projections for the following four years. Following consideration by Cabinet on 13 December 2018, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.
2. Cabinet will next consider the budget proposals on 14 February 2019, and the report will include comments received from Policy Overview Committees. At the meeting on 14 February 2019, Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2019/20, who will meet to agree the budgets and Council Tax for 2019/20 on 21 February 2019.
3. The Committee needs to consider the budget proposals as they relate to the Chief Executive's Office and Finance Groups and to the relevant service areas within the Residents Services Group, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

RECOMMENDATIONS:

That the Committee notes the budget projections contained in the report and comments, as appropriate, on the combined budget proposals put forward by the Chief Executive's Office and Finance Groups, and to the relevant services areas within the Residents Services Group, within the context of the corporate budgetary position.

SUPPORTING INFORMATION

4. The Council continues to operate within the constraints of Government's deficit reduction programme, which has seen a sweeping reduction in central government funding since 2010/11 and is set to continue until at least the end of the decade. Alongside this reduction in funding, continuing demographic and demand pressures and a return to an inflationary

environment over the medium term will necessitate delivery of further substantial savings. The draft budget, presented to Cabinet in December 2018, quantified the financial challenge faced by the Council, and outlined an approach to meeting this challenge whilst continuing to 'Put Residents First'.

5. The report to Cabinet on development of the Council's 2019/20 budget, which is presented in the context of a challenging medium-term outlook requiring total savings of £48,155k over the four years to 2022/23. Budget proposals for 2019/20 include a thirteenth successive Council Tax freeze for over 65s and a fourth year of avoiding implementation of the Social Care Precept, which can be delivered while maintaining frontline services through a £7,776k release from General Balances and a 2.4% increase in Council Tax. This uplift in Council Tax has been limited to 90% of the average 2018/19 increases for households in the neighbouring boroughs of Ealing, Harrow and Hounslow, and equates to £26.71 per annum or £0.51 pence per week for a Band D household.
6. Groups have been developing savings proposals to meet this externally driven budget gap and respond to increases in cost pressures. In addition to this work across directorates, a comprehensive review of the corporate elements of the budget has been undertaken since February, capturing funding, inflation and capital financing. During the early summer, and again in the autumn, a series of challenge sessions were held to affirm the budget position. Each session followed a similar format reviewing:
 - The 2017/18 outturn, particularly any on-going issues arising;
 - The current position in 2018/19 - both monitoring and savings delivery;
 - Existing and emerging pressures which need to be addressed in the 2019/20 budget and forecasts for future years;
 - Progress on the development of savings proposals for 2019/20 and beyond;
 - Identification of any potential growth or invest-to-save bids; and,
 - Capital programme requirements.
7. The consultation budget represents the combined outputs from these sessions, with £6,358k savings proposals, alongside a £7,776k release from General Balances enabling delivery of a budget without recourse to reductions in service levels, or levying the Social Care precept while freezing Council Tax for the over 65s for a thirteenth successive year in 2019/20.
8. The Council's budget was presented to Cabinet in the context of a challenging medium-term outlook, requiring total savings of £48,155k over the four years to 2022/23. This position includes an assumed increase of Government funding of £10,000k over the four-year period, but there remains a level of uncertainty due to Brexit and the upcoming Fair Funding Review.
9. The funding strategy is offset by a proposed increase in Council Tax at 2.4% in 2019/20, and indicative inflationary uplifts of 2.99% on Council Tax from 2020/21, securing £13,766k additional income. In addition to this, identified savings deliver a further £6,366k and planned use of general balances leave £27,973k of savings to be identified over the next three budget cycles.

Table 1: Draft Budget Strategy 2019/20 to 2022/23

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Underlying Savings Requirement	15,868	14,439	9,213	8,635	48,155
Proposed Council Tax Increase	(2,684)	(3,509)	(3,689)	(3,884)	(13,766)
Current Savings Proposals	(6,358)	13	(20)	(1)	(6,366)
Savings to be identified	0	(13,719)	(8,504)	(5,750)	(27,973)
Unwind call on General Balances	950	7,776	5,000	2,000	N/A
In-year Call on General Balances	(7,776)	(5,000)	(2,000)	(1,000)	(15,776)
Closing General Balances	(31,836)	(26,836)	(24,836)	(23,836)	N/A

The Budget and Policy Framework Rules

10. The consultation on the budget proposals commenced on 14 December 2018, following decisions taken by Cabinet on 13 December 2018.
11. There will be a further consideration of the budget proposals by Cabinet on 14 February 2019, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services, Commerce and Communities Policy Overview Committee. Council will be requested to approve the Cabinet's proposals on 21 February 2019, and if approved without further amendment, they will be effective immediately.

Corporate Summary

12. 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 Council's financial performance during 2018/19 remains strong, with an underspend of £241k projected across revenue budgets as at September (Month 7), and £8,805k of the £10,655k savings programme either already banked or on track for delivery within the financial year. The remaining £2,213k remain on track to be delivered in full in future years.
13. The budget proposals included in this report represents the Cabinet's budget strategy for 2019/20. Revenue budget proposals have been developed to deliver a zero increase in Council Tax for 65s and over for 2019/20, avoid implementation of the Social Care Precept, maintain balances and reserves at well above the minimum recommended level, and continue to protect frontline services. The final funding settlement for 2019/20 and confirmation of a number of levies payable to other public authorities will not be confirmed until early 2019, however, no material movements are expected and it is expected that variations will be managed through flexing the planned use of General Balances.
14. Recurrent funding available to support the budget requirement is projected to total £213,671k in 2019/20, inclusive of £2,684k additional income linked to the proposed 2.4% increase in Council Tax to protect front line services for residents. This recurrent funding is supplemented by £15,466k of one-off funding, including £6,600k additional income from the

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Corporate Services, Commerce & Communities Policy Overview Committee - 6 January 2018

London Business Rates Pilot Pool and a £7,776k release from General Balances to support the £229,137k projected cost of delivering services in 2019/20.

15. The Council's draft budget strategy is to align the profile of budget proposals to deliver a budget for 2019/20, while maintaining unallocated reserves between £15,000k and £32,000k. The development of £5,077k savings proposals and £1,281k initiatives to contain growth in demand-led Contingency budgets - primarily through contract renewals and securing additional contributions from health partners - are sufficient to reduce the budget gap to £7,776k, which it is proposed to cover through the drawdown from General Reserves, as detailed in Table 2 below:

Table 2: Budget Requirement

	Movement from 2018/19 £'000	2019/20 Budget Requirement £'000
Recurrent Funding	(2,296)	(213,671)
One-Off Funding (less use of General Balances)	1,271	(7,690)
Total Resources	(1,025)	(221,361)
Roll Forward Budget		220,336
Inflation	7,473	
Corporate Items	949	
Contingency (Service Pressures)	5,875	
Priority Growth	862	15,159
Gross Budget Requirement		235,495
Savings Requirement		14,134
Contingency (Management Action)	(1,281)	
Savings	(5,077)	(6,358)
Net Budget Requirement		229,137
Budget Gap		7,776
Planned Use of General Balances		7,776

16. This draft budget includes £862k new funding for Priority Growth items, which, together with £20k of brought forward resources, will support £632k specific initiatives and £250k unallocated growth available to meet emerging requirements. Specific growth proposals include £34k for a Freedom of Information and Subject Access Requests officer, £188k towards an enhanced CCTV / Community Safety offer, a £250k increase in Ruislip Lido budgets to maintain the current service offer, an increase in Voluntary Sector Grants of £100k, and £60k for a new Domestic Violence post.
17. An update on the Council's capital programme is also presented in this report, with £448,812k of planned investment in local infrastructure over the period 2018/19 to 2023/24. This includes a new swimming pool in the Yiewsley / West Drayton area, a major programme of investment in the Borough's highways and re-provision of the Hillingdon Outdoor Activity Centre in response to High Speed 2. Financing costs associated with implementation of this programme are the principal driver behind the £949k Corporate Items.

2019/20 GROUP BUDGET PROPOSALS

18. Budget proposals relating to services within the remit of Corporate Services, Commerce and Communities Policy Overview Committee are presented below, with headline operating budgets for the relevant services outlined in Table 3. In addition to these base budgets to support services, more volatile or demand-led areas of activity are managed through Development and Risk Contingency - with latest projections for 2019/20 expanded upon in the following sections of this report.

Table 3: Group Budgets within Corporate Services, Commerce and Communities Policy Overview Committee Remit

	Chief Executive's Office £'000	Finance £'000	Residents Services £'000	Total £'000
Operating Budget 2018/19	4,263	5,848	2,804	12,915
Inflation	176	383	904	1,463
Corporate Items	0	0	(188)	(188)
Contingency	0	0	0	0
Priority Growth	0	0	382	382
Savings	(387)	(580)	(477)	(1,444)
Operating Budget 2019/20	4,052	6,035	3,425	13,512

Priority Growth

19. As noted above, this draft budget includes £862k of growth proposals, including the following items relating to services within the remit of Corporate Services, Commerce and Communities Policy Overview Committee:
- £34k for a Freedom of Information and Subject Access Requests officer;
 - £188k towards an enhanced CCTV / Community Safety offer;
 - £100k increase in Voluntary Sector Grants; and,
 - £60k for a new Domestic Violence post.

Savings

20. Savings proposals are focused on increased efficiency and effectiveness, rather than reduction in service provision, and fall into four broad themes; Service Transformation, Income Generation & Commercialisation and Zero Based Reviews.
- Service Transformation represents the majority of proposed savings, with items presented in this category ranging from the full year effect of previously implemented proposals, the implementation of agreed BID Reviews and the expected benefits arising from potential new BID Reviews.
 - Income Generation & Commercialisation proposals include brought forward items for which plans are already in place, and proposed amendments to Fees and Charges discussed in the dedicated section below.

- c. 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 2017/18 and similar exercises being undertaken by Finance.

21. The accompanying appendix to this report provides a full schedule of savings proposals within the Corporate Services, Commerce and Communities Policy Overview Committee remit, with proposals totalling £1,444k across the relevant service areas. An overview of this programme within each Group is outlined in the following paragraphs.

Chief Executive's Office

22. Savings proposals totalling £387k have been identified for 2019/20, including £282k service transformation savings proposals that have been presented in relation to the Chief Executive's Office. The remaining £105k included in 2019/20 relates to an anticipated increase in Fees & Charges from the annual benchmarking exercise.

Finance

23. Within Finance, £580k proposals are presented for 2019/20, including service transformation proposals of £180k through the implementation of new ways of working within Corporate Finance, £385k from a review a senior management structure across the group, and £15k linked to optional self-service opportunities for residents interacting with Revenues and Benefits service.

Residents Services

24. Savings proposals totalling £477k are presented for Residents Services in 2019/20, including £182k service transformation items, with a £295k net decrease in budget requirement arising from Zero Based Reviews.

Cross Cutting

25. Cross Cutting initiatives include a net £600k contribution from BID Reviews and Service Transformation activity to be undertaken during 2018/19 and 2019/20, including the initial outputs from a refreshed BID Programme. Alongside these reviews, the recently completed review of long-term vacant posts has identified £804k of zero based budgeting savings, where posts can be deleted without impacting on service standards, £537k of which is within the remit of the Corporate Services, Commerce and Communities Policy Overview Committee. Net savings of £400k have been identified through Zero Based Budgeting activity across the Council.

Fees & Charges

26. The Council is empowered to seek income from fees and charges to service users across a wide range of activities. Some of these fees and charges are set by the Government or other stakeholders, but many others are set at the discretion of the Council, based on Cabinet's recommendations. The following proposals to amend Fees & Charges, within the remit of

the Corporate Services, Commerce and Communities Policy Overview Committee, are included in the Cabinet's budget proposals:

- a. Birth Certificates – The General Register Office has issued notification that the National Panel for Registration have made two changes, firstly a revised standard certificate fee of £11 and secondly a fast turnaround price of £35 for a 24 hour service which combined deliver £100k additional income.
- b. Registrars: Wedding Ceremonies – Benchmarking charges to 90% of neighbouring authorities to deliver £30k additional income, which will mitigate an existing budget pressure before contributing to the budget position;

Capital Programme

27. The Council's current capital programme, as approved by Cabinet and Council in February 2017, continues to be focused on the provision of sufficient school places to meet rising demand across the borough. This programme has been reviewed and expanded to reflect a number of new initiatives as outlined above. The following key amendments items within the Capital Programme fall within the remit of Corporate Services, Commerce and Communities Policy Overview Committee:

- a. Civic Centre, Harlington Road Depot and Property Works Programmes - £4,898k cyclical investment in the Council's corporate estate, ensuring that facilities remain fit for purpose.
- b. CCTV Programme - £1,000k increase in the programme of expanding and improving CCTV coverage across the borough with a view to reducing both crime and the fear of crime.
- c. Corporate Technology - £5,647k investment in both operational and transformation ICT, including migration of systems into the Cloud and pump priming for the Council's broader transformation programme.
- d. Purchase of Vehicles – A £1,000k uplift in provision for the replacement of vehicles linked to the BID Review of the Council's fleet operation.
- e. Uxbridge Police Station – Following the refusal of the Metropolitan Police to accept the Council's offer, the £5,000k provision for the purchase of this site has been removed from the Capital Programme. Earmarked Reserves, set aside to support the £250k annual running costs in 2019/20 under this proposal, are to be reallocated towards the Council's High Speed 2 and Heathrow Expansion Challenge Funds.

BACKGROUND PAPERS

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAST 2019/20 - 2023/24, presented to 13 December 2018 Cabinet Meeting

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Savings Proposals within the remit of Corporate Services, Commerce and Communities POC		Annual Movement in Budget Requirement				Four Year Outlook
		2019/20	2020/21	2021/22	2022/23	
		£'000	£'000	£'000	£'000	£'000
<u>Savings Programme by Theme</u>						
Service Transformation (T)		(1,044)	(138)	(17)	0	(1,199)
Effective Procurement (P)		0	0	0	0	0
Income Generation & Commercialisation (C)		(105)	0	0	0	(105)
Zero Based Reviews (Z)		(295)	0	0	0	(295)
Service Rationalisation (R)		0	0	0	0	0
Total Corporate Services, Commerce and Communities Savings Proposals		(1,444)	(138)	(17)	0	(1,599)
<u>Savings Proposals</u>						
<i>BID Review of Human Resources</i>						
<i>Development of Human Resources delivery model and improvement of technology-enabled HR processes.</i>		(123)	(110)	(17)	0	(250)
<i>Finance BID Review - Phase 2</i>						
<i>Phase 2 of the review of the Corporate Finance function.</i>		(180)	0	0	0	(180)
<i>Review of Business Assurance and Exchequer</i>						
<i>Merger of service areas within the Finance Group to create the Business Assurance and Exchequer Services function.</i>		(385)	0	0	0	(385)
<i>Human Resources Senior Management Restructure</i>						
<i>Consolidation of HR Senior Management Team.</i>		(159)	0	0	0	(159)
<i>Repairs and Maintenance</i>						
<i>Additional savings from the in-sourcing of the Mitie contract</i>		(82)	0	0	0	(82)

Savings Proposals within the remit of Corporate Services, Commerce and Communities POC		Annual Movement in Budget Requirement				Four Year Outlook
		2019/20	2020/21	2021/22	2022/23	
		£'000	£'000	£'000	£'000	£'000
Revenues and Benefits - E-billing Options						
<i>Greater use of Digital Strategy to improve cost effectiveness of communication with residents.</i>	(T)	(15)	(28)	0	0	(43)
Security Expenditure						(100)
<i>Re-tender of contract and reconfiguration of service, including use of ASBIT staff for adhoc security needs.</i>	(T)	(100)	0	0	0	
Annual Review of Fees and Charges						
<i>Annual review of fees and charges undertaken through benchmarking against neighbouring boroughs.</i>	(C)	(105)	0	0	0	(105)
Fleet Management - Hire, Repairs and Maintenance and Damage Costs						
<i>Reflection of underlying Fleet Management pressures, net of cost reductions resulting from the proposed replacement of long term hired with owned vehicles and other initiatives relating to vehicle utilisation, vehicle tracking, fuel price hedging and driver behaviour.</i>	(Z)	210	0	0	0	210
Residents Services Zero Based Review						
<i>Outputs from Zero Based Budgeting across Residents Services</i>	(Z)	32	0	0	0	32
Review of Vacant Posts and Vacancy Management Assumptions						
<i>Vacant post review has resulted in 32 vacant posts that can be deleted across the Council without impacting on service levels.</i>	(Z)	(537)	0	0	0	(537)
Total Corporate Services, Commerce and Communities Savings Proposals		(1,444)	(138)	(17)	0	(1,599)

PAST REVIEW UPDATE: RECRUITMENT IN HILLINGDON

Committee name	Corporate Services, Commerce & Communities
Officer reporting	Mike Talbot, Human Resources
Papers with report	Appendix A – Summary Report of Exit Interviews
Ward	N/A.

HEADLINES

This report updates the Committee on the actions taken by officers following the Committee's review, "Recruitment in Hillingdon", which was agreed by Cabinet in March 2017.

RECOMMENDATIONS:

That the Committee note the update on the actions taken with regards to the previous review regarding "Recruitment in Hillingdon".

SUPPORTING INFORMATION

1. In April 2017, the Cabinet approved a Policy Overview Committee review into "Recruitment in Hillingdon", which included ten recommendations.
2. Given the scale of the programme of change, especially the implementation of new technology solutions, a three-year plan was established and Cabinet agreed that these recommendations were to be delivered within existing operational budgets.
3. This report highlights the ongoing progress against each of the following recommendations, and includes further information regarding developments in recruitment within the Council.

Recommendation 1

The Council develops an employment brand, agreed by the Leader of the Council as lead member for Communications, to ensure the organisation has a unique and attractive message that differentiates from other employers in the public, private and third sector.

4. On 2 July 2018, the Council awarded a contract for the provision of recruitment marketing services to TMP Worldwide. This contract provides a range of strategic recruitment services, as well as support in securing best value media placement for recruitment advertising.
5. TMP Worldwide have been commissioned to support the development of the Council's employment brand and work started on this project on 12 December 2018, with researchers interviewing senior managers from across each directorate. A small number of focus groups will be arranged with current employees at all levels, to identify what differentiates Hillingdon from other employers, and the key reasons that employees find the Council an attractive place to work.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 6 January 2018

6. Following this, TMP will develop a variety of 'prototype' creative themes that would be used across all recruitment advertising. These themes will then be presented to the Leader of the Council, as the Communications lead, for approval.

Recommendation 2

The Council develops and implements a social media recruitment strategy, not only focused on advertising vacancies, but also promoting and managing the Council's online reputation and employer brand.

7. During December 2018, TMP also conducted an 'online audit' to gather information on how the Council represents itself online, in relation to the workforce recruitment market. TMP will present a report detailing the Council's online presence, together with key recommendations in January 2019.
8. The recommendations from TMP's report will inform the Council's social media recruitment strategy, which will be developed for the 2019/20 financial year.

Recommendation 3

The Council develops a culture of internal advocacy for the organisation among its staff, and reinforces this support through introducing a recruitment referral scheme.

9. A recruitment referral scheme has been developed as part of the Children's Services Workforce Plan, and was approved by the Director of Children's Services and Chief Executive in December 2018. This scheme promotes advocacy and candidate referral in our most 'hard-to-fill' areas, and will be promoted during a new recruitment campaign in early 2019.

Recommendation 4

The Council develops a 'Total Reward' approach to recruitment marketing, which involves not only advertising remuneration, but also the total worth of the recruitment package.

10. The Council is currently negotiating with the Trade Unions on a number of terms and conditions that may impact this 'Total Reward' approach (e.g. leave entitlement). Work on this recommendation, will, therefore, be scheduled for 2019/20.

Recommendation 5

The Council introduces and develops a workforce succession plan for all key roles within the organisation.

11. This recommendation will be implemented in 2019/20, when the new performance management system, which is currently at the procurement stage, is implemented across the Council.

Recommendation 6

The Council creates talent pools on existing employees, an alumni network enabled by social media and an “Apprenticeship Talent Pool” to ensure talented apprentices have opportunities to maintain employment within the Council.

12. The Learning and Development now co-ordinate career discussions with all apprentices and their line managers when they enter their last six months of the apprenticeship. The purpose of this discussion is to ensure that the Council explore the options to provide apprentices with an ongoing, permanent role. Our recruitment policy has been changed to allow apprentices to be considered for permanent roles when they are within this last six-month period of their apprenticeship.
13. Since the introduction of the new apprenticeship scheme in April 2017, there are already four apprentices who have successfully secured permanent employment with the Council.
14. All voluntary leavers receive an email inviting them to complete an exit interview, and also join our alumni network via the Council’s Facebook account. This social media channel is used to update users on relevant Council news, and is also used to post job vacancies to the site.

Recommendation 7

A centralised Job Description Library is implemented, and all managers involved in recruitment are retrained on the new e-recruitment system, together with refresher training on selection methods and equalities.

15. This system is currently subject to the procurement process and will be implemented by April 2019.

Recommendation 8

A review of the current competency framework is conducted by the Council.

16. The Council’s Officer Competency Framework has been reviewed and was launched in October 2018. The new framework is being trialled as part of the ongoing appraisal (PADA) process at all four levels: Director, Senior Manager, Manager and Employee.
17. The new competency framework categorises the desired employee behaviours into four ‘clusters’, which reflect our organisational environment: Residents and Community; Leadership and Collaboration; Accountability and Responsibility; and, Change and Improvement.
18. These new competencies will be embedded into each job description as part of the development of the new Job Description Library (see Recommendation 7).

Recommendation 9

The Council introduces consistent interview questions associated with each job description, suitable selection techniques, and values-based interview techniques, to ensure employees are a culture-fit, and occupational testing for recruitment to key and relevant roles. Appropriate IT assessment techniques are considered as part of the selection process to ensure the office-based workforce retains a high level of ICT competency.

19. This recommendation will be delivered in 2019/20, following the implementation of the online Job Library (see recommendation 7).

Recommendation 10

The Council introduces an evaluation of recruitment and selection processes and performance indicators, as part of the probationary period sign-off process, reporting on a quarterly basis.

20. The Council's 'exit' interview process is now established, and individual and summary reports are generated on a regular basis; the summary report is included as Appendix A to this report.
21. In Q4 of 2018/19, the Council is trialling a similar product aimed at surveying staff at the end of their induction / probation period. This tool would provide the necessary evaluation process to ensure that the 'on-boarding' of staff is effective and provides the necessary training and management support required to motivate new starters.

Other Developments

22. The Human Resources service is currently subject to consultation on a proposed restructure that will replace the dedicated recruitment team with directorate-aligned generalist teams. This will reduce the need for 'hand-offs' between HR functions for line managers, who will now have specified HR contacts responsible for both employee relations (ER) and recruitment support.
23. The current e-recruitment system is being upgraded and reconfigured to improve both the line manager and candidate experience.
24. A new case management and workflow system is being introduced, in both the ICT and HR Services, to improve customer service and to automate workflows, in order to make processes more efficient. For example, the induction process could be automated to ensure all new employees are reminded to complete activities.

BACKGROUND PAPERS

NIL.



LastOpinion

Leaver analysis report

Report for Total Group

Leavers: 118

Private & Confidential

Report Support

If you would like any support in understanding this leaver report, want to explore ways in which you can implement this insight into your HR strategy, or have any other questions please email insight@greatwithtalent.com.



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Leaver Type



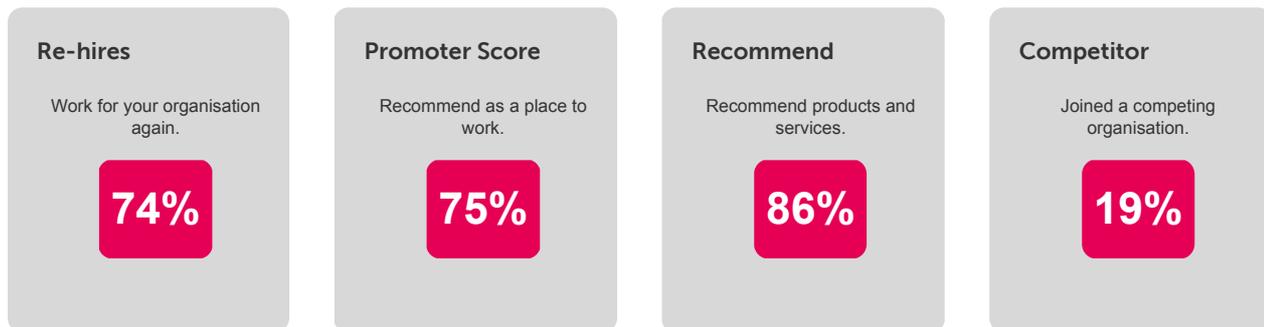
Driving Resignations

		%	n	Interventions
1	Career Progression	20	24	Something else (see Open-Ended report for more information)
2	Loyalty & Trust	18	21	Something else (see Open-Ended report for more information)
3	Cooperation	16	19	Something else (see Open-Ended report for more information)

Organisational Strengths

		%	n	Build Strength
1	Ethical Standards	42	49	Something else (see Open-Ended report for more information)
2	Independence	41	48	Shown more trust for key tasks relating to my work
3	Belonging	36	43	Something else (see Open-Ended report for more information)

Brand Impact



Tenure



Reasons for Leaving

2

The table below sets out how the reporting group rated 14 areas known to affect employee engagement and commitment. The 14 areas are ranked by overall impact on the decision to leave, with the corresponding response distribution.

Leaving Reason	n	10	20	30	40	50	60	70	80	90	%
1 Career Progression Defined opportunities to advance through the organisation. A sense career progression is taken seriously.	24	20	21			42				17	
2 Loyalty & Trust The organisation acts in the interest of its employees and delivers on promises that are made.	21	18	17			37				28	
3 Cooperation Individual contributions are recognised & valued by others, and support is freely offered by colleagues.	19	16	24			32				28	
4 Well-Being Maintaining a work-life balance, workloads which do not cause stress.	19	16	19			33				32	
5 Vertical Relationship An approachable, inspirational manager who provides regular feedback and acts as a role model.	17	14	14			36				36	
6 Personal Growth Training & development needs are identified and my work provides me with opportunities to stretch myself.	16	14	33			28				25	
7 Reward & Recognition Rewarded fairly, transparently and based on performance. Rewards offered are competitive in the wider market place.	15	13	21			46				20	
8 Organisational Confidence Working for a successful organisation that is well led, has good people and a strong future.	14	12	16			46				26	
9 Ethical Standards Belief in the purpose and ethical principles of the organisation, promoting diversity and equal opportunities.	12	10	14			34				42	
10 Job Satisfaction An interesting and enjoyable job, and one I consider important.	11	9	25			37				29	
11 Independence Freedom to organise my work and set my own goals. Scope to try new ways of doing things.	11	9	12			38				41	
12 Communications A clear sense of the organisation's future direction, and an understanding of why key decisions are being made.	9	8	18			49				25	
13 Working Conditions Comfortable working environment with good facilities, and reliable and effective equipment.	7	6	19			43				32	
14 Belonging Belief in the organisation's mission, vision and values. A sense of pride in working for the organisation.	6	5	13			46				36	

Key

Leaving Reason	Contributed to Leaving	Not Applicable	Org Strength
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Interventions to Reduce Attrition/Increase Retention

These are the **actions** most likely to increase engagement, satisfaction and reduce turnover in relation to the top five leaving areas:

		%	n
Career Progression	Something else (see Open-Ended report for more information)	14	17
	Extra responsibilities to show my potential for promotion	7	8
	A mentor to support my career ambitions	6	7
	Feedback on my prospects of promotion	5	6
	A conversation about my career aspirations	5	6
	To mentor/buddy others to show management potential	3	4
	Explain the promotion process & standards needed	1	1
Loyalty & Trust	Something else (see Open-Ended report for more information)	15	18
	Chance to tell senior managers my challenges	8	9
	Updates on why key decisions are made & being implemented	6	7
	Input on how major changes in my area are implemented	3	4
	Discuss key decisions with local senior management	2	2
	Share thoughts on performance issues with management	1	1
Cooperation	Something else (see Open-Ended report for more information)	27	32
	Create shared team goals	7	8
	Weekly team meetings to stay connected	2	2
	Understand team mates' goals	2	2
	Understanding other teams' goals	1	1
	Regular meetings with other teams	1	1
	A buddy from another area	1	1
Well-Being	Something else (see Open-Ended report for more information)	23	27
	Working at home occasionally	4	5
	Let me leave early at times	3	3
	Someone to talk to if the pressure is too much	3	3
	Equipment so I can work at home/remotely	3	3
Vertical Relationship	Something else (see Open-Ended report for more information)	18	21
	More coaching to help me succeed	6	7
	More delegation to grow my skills/experience	2	2
	Opportunities to share my ideas & thinking	1	1
	Agree defined goals with my manager	1	1
	Regular feedback on how I'm doing on my goals	1	1

Below are the **actions** most likely to increase engagement in relation to the **remaining nine areas**:

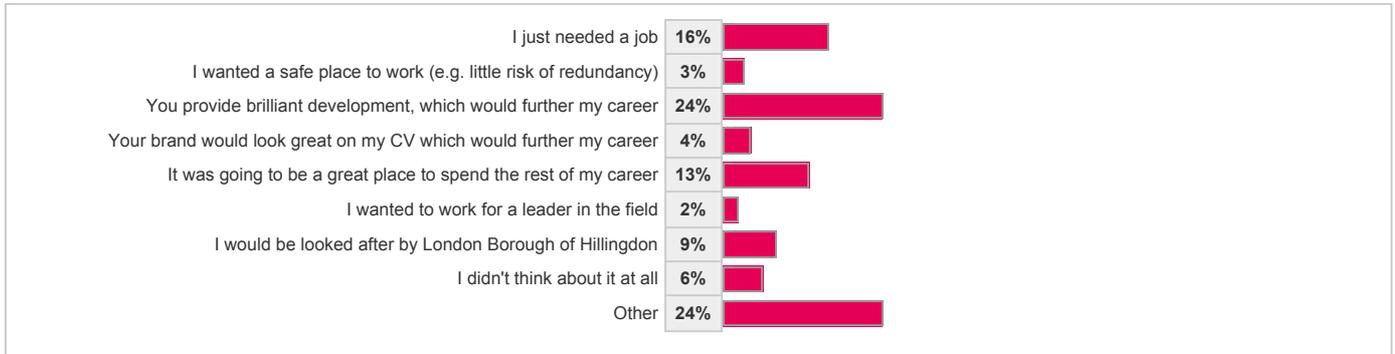
		%	n
Personal Growth	Development of my skills	19	23
	Something else (see Open-Ended report for more information)	11	13
	Create a development plan	8	9
	Work on some stretching projects	5	6
	An internal secondment	2	2
	Learn by working with a colleague	1	1
	A buddy to build experience & confidence	1	1
Reward & Recognition	Something else (see Open-Ended report for more information)	15	18
	Offer a more flexible benefits package	6	7
	Explain the performance measures & how I got my rating	3	4
	Explain how performance impacts pay review	3	4
	Occasional rewards to recognise special contributions	3	3
	Explain how the salary scales work	2	2
	A way to publicly recognise colleagues for their contributions	2	2
Organisational Confidence	Something else (see Open-Ended report for more information)	9	11
	Explain why key decisions are being made	6	7
	Share the impact/value of key decisions	5	6
	More visible senior management	3	3
	Leaders sharing our future direction & strategy	3	3
	Regular updates on organisational performance	2	2
	Regular updates on my area's performance	1	1
Ethical Standards	Something else (see Open-Ended report for more information)	14	16
	Agree team behaviours for working together	7	8
	Leaders explaining how decisions link to our values	3	3
	Explain our organisational values	1	1
Job Satisfaction	Something else (see Open-Ended report for more information)	15	18
	Spend more time doing the parts of job I really enjoy	10	12
	Share the bits of my job I like least & minimise these	4	5
	A 'wish list' of projects/people/clients I'd like to work with	3	4
	Understand how my job contributes to local success	1	1
	Understand how my job contributes to organisational success	1	1

Continuation of the actions most likely to increase engagement in relation to the **remaining nine areas**:

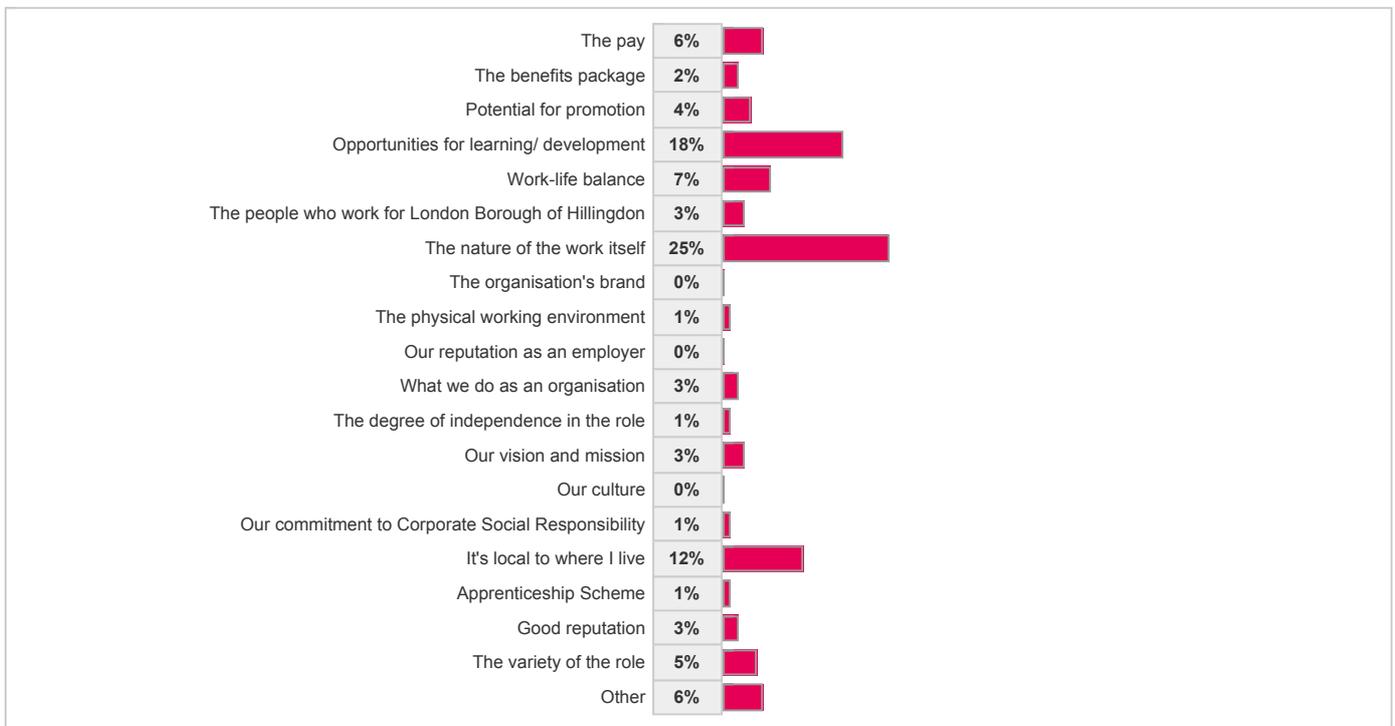
		%	n
Independence	Shown more trust for key tasks relating to my work	6	7
	More freedom to use my skills & style	4	5
	More freedom to shape my working day/week	3	4
	Use my own ideas to improve what I do	3	3
	Something else (see Open-Ended report for more information)	3	3
	Shape my own development focus/activities	2	2
	Ownership for creating my goals before sign-off	1	1
Communications	Something else (see Open-Ended report for more information)	11	13
	Forums to discuss key organisational decisions	4	5
	Key decisions announced in person	3	4
	Regular management updates on organisational performance	3	4
	Informal talks with leaders	3	3
	Chance to hear from/ask questions of local leaders	1	1
Working Conditions	Something else (see Open-Ended report for more information)	13	15
	Better heating/ventilation in my area	4	5
	Give me the right equipment to do my job	4	5
	Properly working equipment for my job	2	2
	Improve the 'rest' space	1	1
	Better break areas (e.g. kitchen, shower, etc)	1	1
Belonging	Something else (see Open-Ended report for more information)	11	13
	Explain how key decisions support our vision & mission	3	3
	Chance to recognise colleagues who live our values	2	2
	Explain how our strategy delivers the vision, mission & lives our values	1	1
	Explain how the vision & mission relate to my part of organisation	1	1
	Explain how our team helps deliver the vision & mission	1	1

This section describes the key areas that attracted your reporting group to the organisation in the first place.

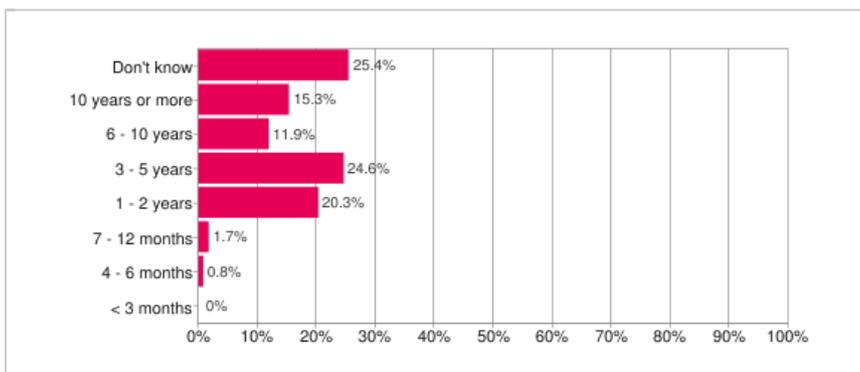
Which statement best describes how you viewed us before joining?



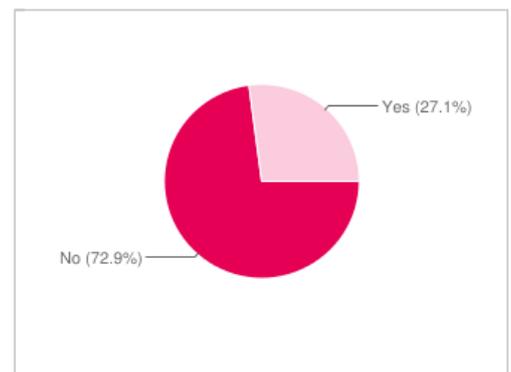
What most attracted you to the organisation?



When you joined the organisation how long were you intending to stay?



Did a friend or colleague recommend the organisation as a place to work?

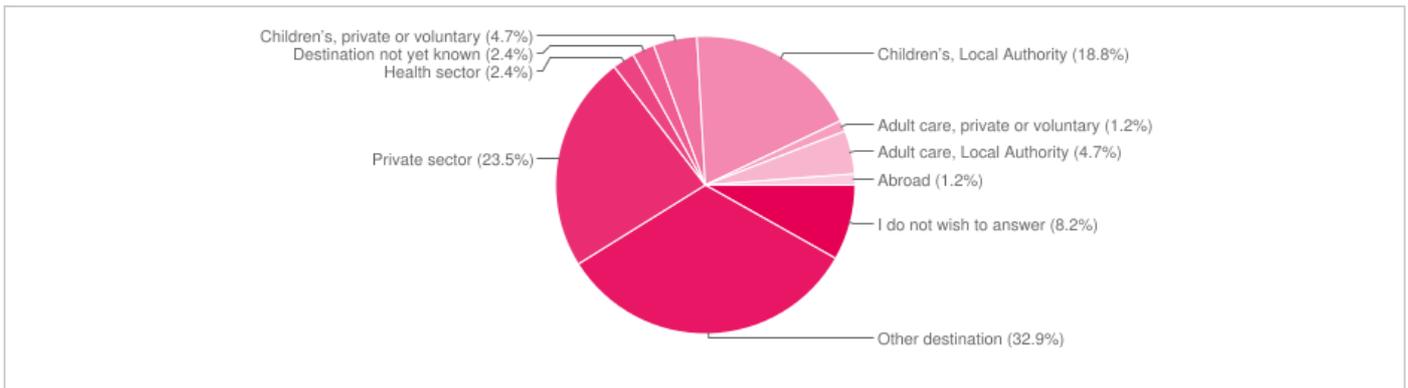


The Destination Profile is based on the 85 leavers who indicated they were moving to a new job.

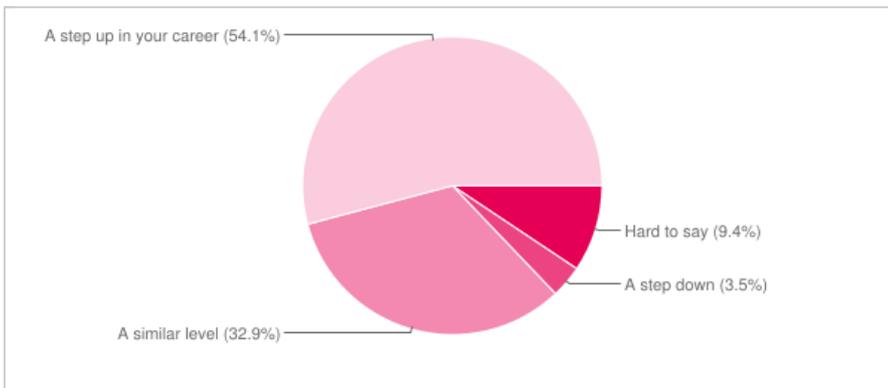
Joining a competitor



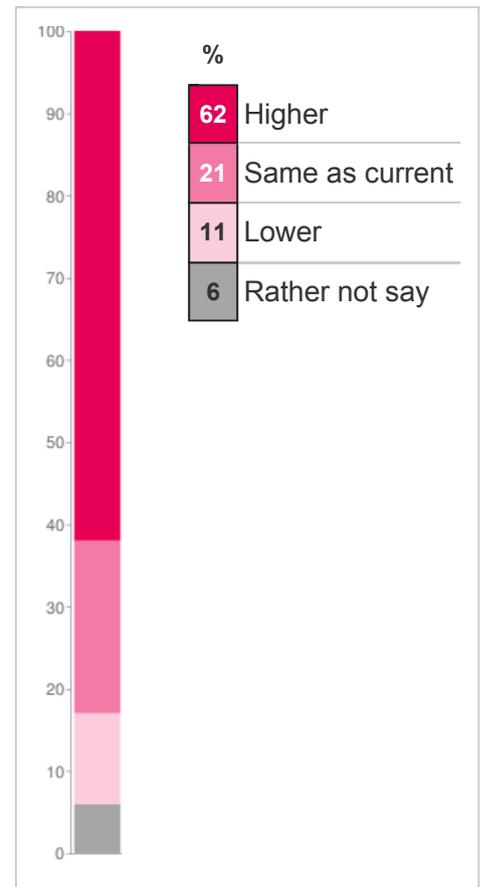
Type of role



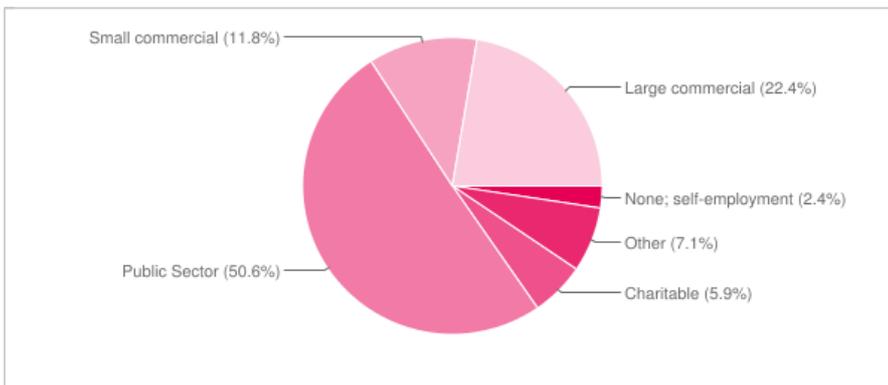
Level of role



New salary

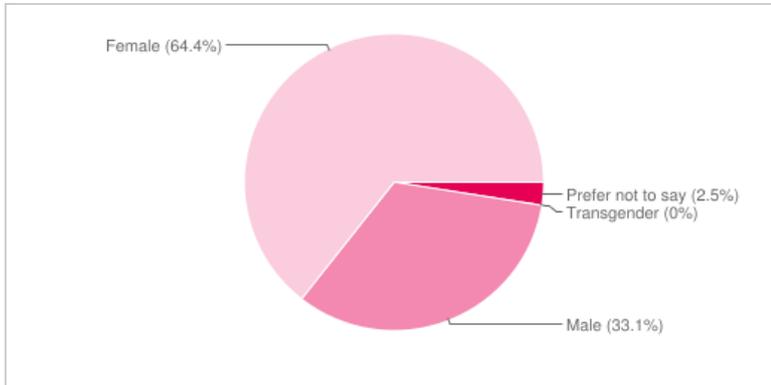


New employer



This section sets out the demographic profile of the reporting group. Further reports can be provided on any variable in the profile.

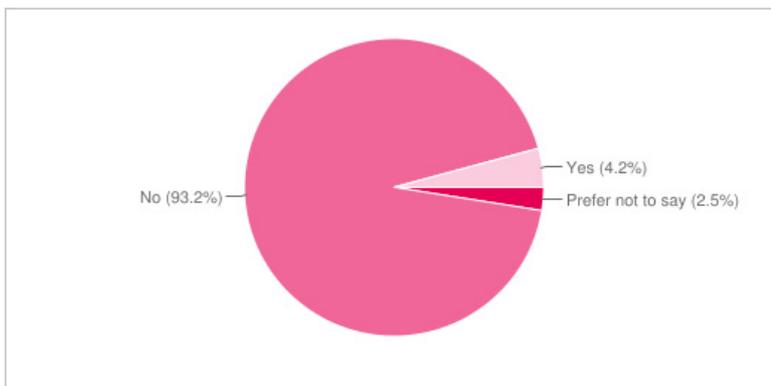
Gender



Age

	N	%
16-24	13	11
25-34	40	33.9
35-44	25	21.2
45-49	3	2.5
50-64	31	26.3
Over 65	3	2.5
Prefer not to say	3	2.5

Disability



Ethnic origin

	N	%
Asian / Asian British - Bangladeshi	0	0
Asian / Asian British - Chinese	1	0.8
Asian / Asian British - Indian	11	9.3
Asian / Asian British - Pakistani	0	0
Asian / Asian British - Any other	1	0.8
Black British - African	8	6.8
Black British - Caribbean	8	6.8
Black British - Somalian	0	0
Black British - Any other	1	0.8
Mixed - White Black African	0	0
Mixed - White Black Caribbean	2	1.7
Mixed - White and Asian	0	0
Mixed - Any other	0	0
White - British	70	59.3
White - Gypsy or Irish Traveller	0	0
White - Irish	4	3.4
White - Any other	4	3.4
Other Ethnic Group	2	1.7
Prefer not to say	6	5.1

great{with}talent helps organisations increase levels of performance, employee engagement, and reduce staff turnover. We achieve this through a unique range of customisable services that focus specifically on engagement and retention. 'Person-organisation-fit' is central to our philosophy, and our approach focuses on understanding how individuals and organisations interact.

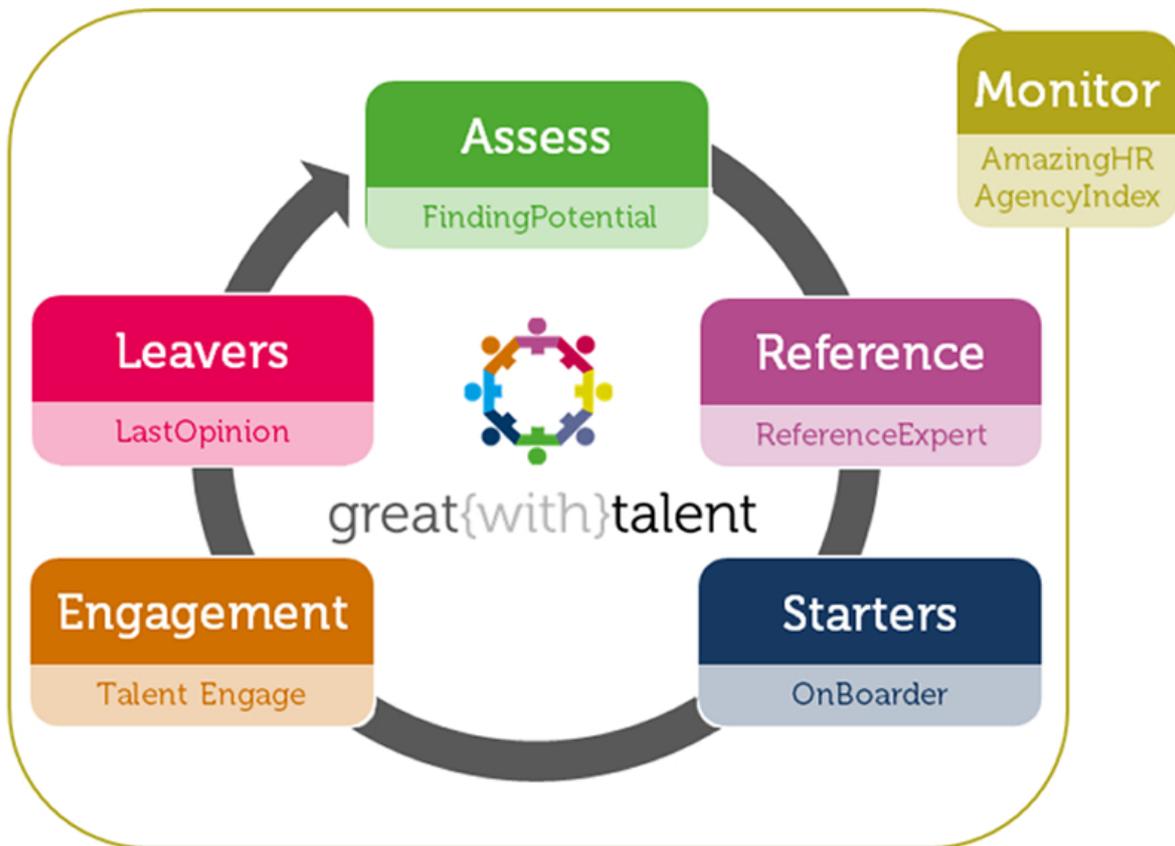
We've made it our mission to make our products as intuitive and user-friendly as possible. And inside each fantastic service we've included some brilliant and relevant technology. So when you use any of our services for the first time, we know it will save you money, help solve problems and create opportunity for your organisation.

Our roots are in business psychology and user-friendly web based applications. Our client base spans nearly 2000 high profile organisations, and we help them to save vast amounts of money by recruiting the right people, improving employee engagement, and ensuring their organisation is more efficient and effective.

We've proven expertise in designing and delivering questionnaires for every phase in the employee lifecycle. To date this equates to over 500,000 cases of employee data, collected globally in over 18 languages. This experience means we can create the right approach for you.

However, we're much more than an employee survey company. Our psychometric knowledge and research-based approach means we offer innovative approaches to collecting and analysing data. We then use our consultancy expertise to ensure our clients quickly understand and can take action on this data.

Our reports and analysis recognise the complexities of why people really stay or leave on an individual and group basis. This approach enables you to pinpoint exactly where and when dis-engagement occurs. And that's how great{with}talent will help your employees and your whole organisation to perform better.



REVIEW B: BROADCASTING OF POLICY OVERVIEW, SCRUTINY & SELECT COMMITTEE MEETINGS

Committee name	Corporate Services, Commerce & Communities
Officer reporting	Mark Braddock - Democratic Services
Papers with report	None
Ward	N/A

HEADLINES

This report is for the Committee to consider progressing a review topic, referred from full Council, into whether the Council should broadcast Policy Overview, Scrutiny and Select Committee meetings, reporting back to Cabinet with its recommendation.

RECOMMENDATION:

That the Committee agrees to progress the review as set out in the report.

SUPPORTING INFORMATION

Members will recall that the full Council meeting on 22 November 2018 considered a motion submitted by Councillor Stuart Mathers regarding extending the scope of council meetings that are broadcast on YouTube. Council amended the motion, to enable this Committee to explore the matter in more detail. Council resolved:

‘That this Council asks the Corporate Services, Commerce & Communities Policy and Overview Committee to look at the issues pertaining to adding the Executive Scrutiny and Policy Overview Committees to those already streamed live on our YouTube channel and to report their recommendations in due course to Cabinet for a final decision.’

Scope of review

The Council currently broadcasts the following meetings on YouTube, which equates to between 70-90 YouTube videos over a single municipal year:

- Full Council
- Cabinet
- Central and South Planning Committee
- North Planning Committee
- Major Applications Planning Committee
- Major Applications Planning Sub-Committee (HS2)
- Licensing Sub-Committee
- Ad hoc wider public interest petition hearings (e.g. Shepiston Lane / Children’s Centres)

Based on the Council motion, the scope of this review would be for Members to consider whether or not (or in part or type of meeting) to broadcast the meetings that form the integral overview and scrutiny function of the Council's democratic arrangements. These are:

- Corporate Services, Commerce & Communities Policy Overview Committee
- Social Care, Housing and Public Health
- Residents, Education and Environmental Services
- Executive Scrutiny Committee
- External Services Select Committee
- Any Committee Panels set up (currently a GP Pressures Select Panel is in existence)

** Panels are not official committee meetings, yet may be held in public.*

CURRENT BROADCASTING SET-UP

In February 2018, the then Corporate Services & Partnerships Policy Overview Committee received a comprehensive report on how the Council's YouTube broadcasts operate and also a range of viewer analytics that measured their impact and democratic reach. Live broadcast capability is currently available in the following rooms, as follows:

Rooms	Capability	Broadcast Images
<p>Council Chamber</p>	<p>Three cameras integrated with in-room audio-setup, speakers and microphones</p> <p>Of which two cameras provide automatic zoom to the person speaking when using the microphone</p> <p>360 degree multi-camera views available watching on YouTube for greater viewer experience.</p>	



Committee Room 6

Single Camera integrated with in-room audio-setup, speakers and microphones

Single stream on YouTube



Committee Room 5

Single Camera integrated with in-room audio-setup, speakers and microphones

Single stream on YouTube



Meetings can be watched live, or on demand after the meeting, on the Council's YouTube channel: Hillingdon London. Since 2016, when the Council first started filming, well over 260 meetings have been broadcast, with over 75,000 unique views of people tuning in to watch them. The viewership rate is increasing overall. In general, higher viewing rates correlate with higher interest topics being discussed during a meeting.

KEY CONSIDERATIONS AS PART OF THE REVIEW

Additional meetings	Members will clearly wish to consider the benefits or otherwise of broadcasting public overview and scrutiny meetings and make a recommendation on this, being the crux of the Council motion.
Viewer considerations / technology factors	Subject to the above, Members may wish to consider the best possible viewer experience whilst watching on our channel set up. In particular, that overview and scrutiny meetings may have different layouts in committee rooms for viewers to see, such as witnesses sitting opposite Members of the Committee. This may involve the need for different camera options.
Financial implications	Subject to the above, should committee rooms (other than using CR5/CR6) be considered for holding overview and scrutiny committee meetings that may be broadcast, Members will want to consider the financial cost associated with new cameras, integrated audio set-up and network cabling.

INDICATIVE STRUCTURE AND TIMETABLE FOR THE REVIEW

As set out in the multi-year work programme on this agenda, an indicative structure and timetable for the review is proposed for Members to consider. A detailed Options Paper will be prepared for Members as part of the review:

Meeting	Review phase	Suggested committee activity
8 January 2019	Scoping	To consider this report and progression of the review and provide any initial feedback to officers.
5 February 2019	Witness / evidence	<ul style="list-style-type: none"> • Witness: Senior Democratic Services Manager • Updated Analytics report (the view of the viewer) • Member presentation and live demonstration of how YouTube broadcasting works • Detailed Options Paper
5 February 2019	Findings	Subject to consideration of the Options report, Members may wish to agree their preferred option, thereby their proposed recommendation to the Cabinet. Alternatively, this could be discussed further at a subsequent meeting.
6 March 2019	Final report	The Committee to consider and agree the final report for referral to Cabinet.
18 April	Cabinet meeting	Cabinet will consider and make a decision based upon the Committee's report and recommendation.

Implications on related Council policies

Broadcasting on YouTube strengthens existing Council consultation and engagement policies.

How this report benefits Hillingdon residents

Since 2016, the broadcasting of council meetings has secured a giant leap in the number of residents able to see how local decisions are made and how our democracy works. It increases transparency and can strengthen the connection between residents, the Council and local politicians. Broadcasting on the extremely versatile and resilient global YouTube platform enables people to view across nearly all devices they may have, anywhere and at any time.

Financial Implications

An Options Report presented to the Committee in due course will outline any financial implications associated with any steers from Members over the broadcasting of additional broadcasting of overview and scrutiny committee meetings.

Legal Implications

There are no legal impediments to the Council broadcasting official meetings, except where they concern Part II or other confidential business. In respect of members of the public that may attend, speak, or have their personal details broadcast during committee deliberations, this is covered under the “public task” requirement in the Data Protection Act 2018, which enables the Council to process personal data that supports and promotes the democratic process. Furthermore, members of the public attending to participate directly also made aware of this prior to meetings.

BACKGROUND PAPERS

[Report to the Corporate Services and Partnerships Policy Overview Committee - 1 February 2018](#)

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REVIEW A: POLICING IN HILLINGDON

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	None.

HEADLINES

As part of the Committee's review into the new policing structures in Hillingdon, and following the request from Committee members at the meeting on 24 July 2018 for witness sessions, key witnesses have been invited to answer questions relating to the review.

The witness presenting evidence and answering queries from the Committee is Gary Penticost, Head of Repairs and Engineering. Jacqui Robertson, Service Manager for Community Safety, will also be in attendance.

This session will include information on the Council's CCTV upgrades and the impact of these upgrades on policing in Hillingdon.

RECOMMENDATION:

That the Committee note and comment on the information presented as part of the witness session.

SUPPORTING INFORMATION

Members agreed at the meeting on 24 July 2018 that the Committee's first review topic would be the new policing structures in Hillingdon. At this meeting, potential witnesses were identified, and testimony from the Metropolitan Police Service was highlighted as a key witness session for the review.

Testimony was heard from the Service Manager for Community Safety and Deputy Director for Housing, Environment, Education, Health & Wellbeing in September, the Chief Inspector and Inspector for Neighbourhoods and Partnerships at the Committee meeting in October, and the Anti-Social Behaviour and Environment Manager in November.

At the meeting on 20 September 2018, the Committee heard evidence from officers from the London Borough of Hillingdon, when Dan Kennedy, Deputy Director for Housing, Environment, Education, Health and Wellbeing, and Jacqui Robertson, Service Manager for Community Safety. Officers presented evidence to the Committee on the Council's role in the new policing structures, and how the changes have affected the Council and its officers, as well as answering any queries.

On 11 October 2018, evidence was heard from Mr Andrew Deane, Chief Inspector for Neighbourhoods and Partnerships, and Ms Lisa Cronin, Inspector for Neighbourhoods and Partnerships. The Inspectors spoke to the Committee about the Police's experiences and opinions of the changes to the policing structures, and answered any questions from Members.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 8 January 2019

At the previous meeting on 6 November 2018, evidence was heard from Bill Hickson, Anti-Social Behaviour and Environment Manager, who discussed how the changes to the policing structure has impacted upon community safety and anti-social behaviour in the Borough.

The agreed Terms of Reference for the review were set out in the scoping report, and are laid out as follows:

- 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.*

Implications on related Council policies

The role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

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

NIL.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 8 January 2019

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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				Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public or Private (with reason)
Cabinet meeting - 24 January 2019									
296	Commercial dog walking in parks & open spaces	Cabinet will consider a commercial proposal around the introduction of a new policy and licensing system for professional dog walkers using Hillingdon's parks and open spaces on behalf of their clients. This may include any necessary changes required to existing Public Space Protection Orders. Such schemes have been introduced in nearby local authorities along with the Royal Parks and seek to ensure parks and wildlife are protected, access to and use of public open space is maintained for all visitors and professional dog walkers comply with current health and safety and best practice for the safety and enjoyment of their dogs.	Various		Cllr Douglas Mills / Cllr Jonathan Bianco	RS - Paul Richards	Statutory consultation may be required on any changes to Public Space Protection Orders.		Public
Cabinet Member Decisions expected - January 2019									
299	Manned Guarding, CCTV Monitoring and General Security Contract	The Leader of the Council and Cabinet Member will consider a suitably experienced provider to deliver a comprehensive, efficient, customer focused and cost effective manned guarding, CCTV and general security service to the Civic Centre and other sites across Hillingdon's corporate property portfolio for the safety of residents and staff. Such a decision would ordinarily require Cabinet approval, though given the timings involved in the procurement exercise, the Leader may be asked to exercise his authority of making such decisions on behalf of the Cabinet.	Various		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	FD - Michael Breen		NEW	Private (3)
300	Catering & Vending Service for the Civic Centre and other Hillingdon Properties	The Leader of the Council and Cabinet Member will consider a suitably experienced provider to deliver a comprehensive, efficient, customer focused and cost effective catering and vending service to the Civic Centre and 11 other sites across Hillingdon's non-housing property portfolio, from the Civic Centre to Extra Care Schemes, Children's Residential and Early Years Centres. Each location will have their own unique dietary requirements due to the diversity of the client groups. Such a decision would ordinarily require Cabinet approval, though given the timings involved in the procurement exercise, the Leader may be asked to exercise his authority of making such decisions on behalf of the Cabinet.	Various		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	FD - Michael Breen		NEW	Private (3)
285	Purchase of 4 Sweeper Vehicles	This report to Cabinet seeks approval to purchase 4 sweeper vehicles to be used by Waste Services based at Harlington Road Depot.	All		Cllr Jonathan Bianco	RS - Bobby Finch			Private (3)
Cabinet meeting - 14 February 2019									
302	In-cab technology for the Waste and Recycling Service	Cabinet will consider a tender for the provision of a waste management application with associated hardware to deliver new In-cab technology to the Council's fleet of waste vehicles. This will support the continued modernisation of the waste and recycling service, maximising collection operations and providing further benefits to residents.	All		Cllr Jonathan Bianco / Cllr Douglas Mills / Cllr Keith Burrows	RS/FD - Louise Bateman / Jo Allen		NEW	Private (3)
303	Contract Extension - Void Property Repair Service Contract	Cabinet will be asked to consider extending the current contract with Axis Europe PLC to undertake the Void Property Repairs Service for an additional 12 months in accordance with options available within the contract.	All		Cllr Jonathan Bianco	RS / FD - Gary Penticost / Michael Breen		NEW	Private (3)
272b	The Council's Budget - Medium Term Financial Forecast 2019/20 - 2023/24 BUDGET & POLICY FRAMEWORK	Following consultation, this report will set out the Cabinet's firm proposals for the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2019/20 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration. Subject to Cabinet's decision, the budget will then be referred to full Council for approval.	All	Full Council on 21/02/2019	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers		Public

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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
13 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

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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

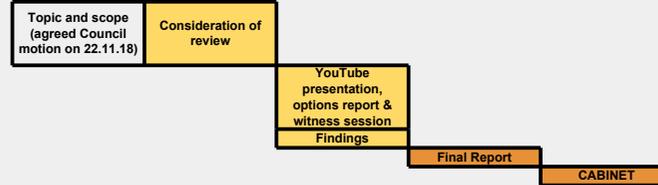
REVIEW A: local policing arrangements in support of the Council's community safety efforts and funded Tasking Teams

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



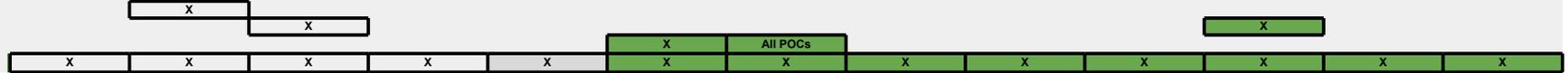
REVIEW B: Broadcasting of Policy Overview, Scrutiny & Select Committees on YouTube

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



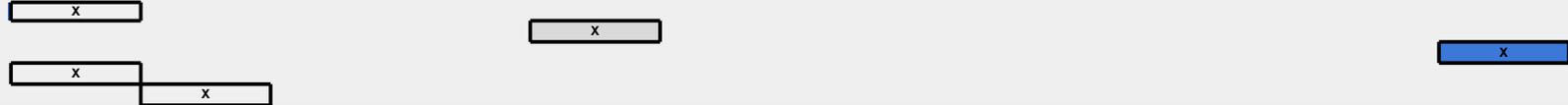
Regular business items

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



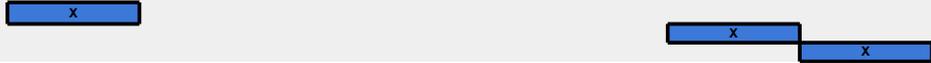
One-off business items

- Introductory report on overview and scrutiny
- Officer Report - Heathrow Business Rates
- Biennial Safety Review - Sports Grounds
- Officer Report - Overview of ICT operations
- Officer Report - Use of Space in Civic Centre



Past review monitoring

- Recruitment
- Staff Induction & Retention
- Homophobic, Biphobic & Transphobic Bullying



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