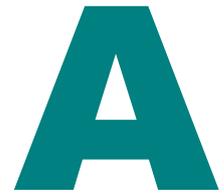




HILLINGDON
LONDON



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, 5 FEBRUARY
2019

Time: 7.30 PM

Venue: COMMITTEE ROOM 5 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

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

This agenda is available online at:
www.hillingdon.gov.uk or use a smart phone
camera and scan the code below:



Published: Monday, 28 January 2019

Contact: Luke Taylor

Tel: 01895 250693

Email: ltaylor3@hillingdon.gov.uk

Putting our residents first

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

Useful information for residents and visitors

Travel and parking

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services. Please enter from the Council's main reception where you will be directed to the Committee Room.

Accessibility

For accessibility options regarding this agenda please contact Democratic Services. For those hard of hearing an Induction Loop System is available for use in the various meeting rooms.

Attending, reporting and filming of meetings

For the public part of this meeting, residents and the media are welcomed to attend, and if they wish, report on it, broadcast, record or film proceedings as long as it does not disrupt proceedings. It is recommended to give advance notice to ensure any particular requirements can be met. The Council will provide a seating area for residents/public, an area for the media and high speed WiFi access to all attending. The officer shown on the front of this agenda should be contacted for further information and will be available at the meeting to assist if required. Kindly ensure all mobile or similar devices on silent mode.

Please note that the Council may also record or film this meeting and publish this online.

Emergency procedures

If there is a FIRE, you will hear a continuous alarm. Please follow the signs to the nearest FIRE EXIT and assemble on the Civic Centre forecourt. Lifts must not be used unless instructed by a Fire Marshal or Security Officer.

In the event of a SECURITY INCIDENT, follow instructions issued via the tannoy, a Fire Marshal or a Security Officer. Those unable to evacuate using the stairs, should make their way to the signed refuge locations.



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 8 January 2019 1 - 6
- 4 Exclusion of Press and Public
- 5 Draft Budget Proposals 2019/20: Comments from Policy Overview Committees 7 - 14
- 6 Review B: Broadcasting of Policy Overview, Scrutiny & Select Committees on YouTube 15 - 32
- 7 Review A: Policing in Hillingdon 33 - 34
- 8 Forward Plan 35 - 38
- 9 Work Programme 2018/2020 39 - 42

Minutes

Corporate Services, Commerce and Communities
Policy Overview Committee
Tuesday, 8 January 2019
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
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon
Vanessa Hurhangee
Kerri Prince

Officers Present:

Mark Braddock, Senior Manager, Democratic Services
Gemma McNamara, Finance Manager - Transformation, Finance and Chief
Executive's Office
Gary Penticost, Head of Repairs and Engineering
Jacqui Robertson, Service Manager for Community Safety
Mike Talbot, Head of Human Resources
Luke Taylor, Democratic Services Officer
Iain Watters, Financial Planning Manager

44. APOLOGIES FOR ABSENCE

There were no apologies for absence.

45. DECLARATIONS OF INTEREST

There were no declarations of interest.

46. MINUTES OF THE MEETING HELD ON 6 NOVEMBER 2018

RESOLVED: That the minutes of the meeting held on 6 November 2018 be agreed as a correct record.

47. EXCLUSION OF PRESS AND PUBLIC

It was confirmed that all items were marked as Part I and would be considered in public.

48. BUDGET PROPOSALS

The Financial Planning Manager was in attendance at the meeting to introduce the 2019 / 2020 budget proposals for services with the remit of the Committee. Members heard that the budget was presented in the context of the next four years, and during this period £48m total savings were required.

The Committee was informed that the underlying savings requirement has fallen to under £20m due to new one-off social care funding from the Government and a Council Tax increase, although Council Tax for the over 65s remained frozen. The Financial Planning Manager noted that the 2019/20 savings programme requires no reduction in service levels, and any savings were made by efficiencies. Savings over the subsequent three years are expected to total £28m, although this figure may change due to uncertainties such as Brexit and the upcoming Fair Funding Review, the figure will remain in that range.

Members heard that any fees and charges for services were benchmarked against neighbouring local authorities, or competitive if the fees were commercial.

It was agreed that the 2019/20 budget proposals were agreeable, and the report was noted.

RESOLVED: That the Committee noted the 2019/2020 budget proposals for services within the remit of the Corporate Services, Commerce and Communities Policy Overview Committee.

49. PAST REVIEW UPDATE: RECRUITMENT IN HILLINGDON

The Head of Human Resources (HR) was in attendance to present an update on the actions taken with regards to a previous Committee review regarding Recruitment in Hillingdon, which was agreed by Cabinet in March 2017.

The Head of HR confirmed that Cabinet approved ten recommendations made in the review under the proviso that these recommendations were delivered within existing HR budgets. Once the recommendations were agreed, HR looked at efficiencies to ensure that the recommendations could be implemented, and agreed that this could be completed as part of a three-year project to help ease financial pressures, which HR is currently halfway through.

In addition to the details outlined in the report, it was noted that:

Recommendation 1 – A lot of work had taken place with TMP Worldwide to find successful ways to market the Council’s brand and uniqueness. Some of this work focussed on the authenticity of employees’ feelings towards the “Residents First” slogan and how it was central to the Council’s culture.

Recommendation 2 – Work focussed on developing social media as a tool for recruitment, with roughly 52% of potential candidates now using social media in their job search.

Recommendation 3 – A referral scheme has been approved in Children’s Services and will be promoted in early 2019, having been funded by savings made by not using recruitment companies.

Recommendation 4 – Scheduled to take place in 2019/20.

Recommendation 5 – Implementation would take place in 2019/20.

Recommendation 6 – The development of the apprenticeship talent pool has been a huge success. Hillingdon is just one of four London Boroughs to have met government targets on apprenticeships, and a number of apprentices who were hired have now been employed in permanent roles within the Council. Further to this, 68% of the apprentices are residents of the Borough.

Recommendation 7 – Implementation will take place by April 2019. It is currently at the procurement stage, but will lead to modernised practices as writing job descriptions is very time consuming for those responsible.

Recommendation 8 – The new competency framework has been introduced and embedded in the Council’s processes.

Recommendation 9 – This will streamline the selection process and save time spent writing interview questions.

Recommendation 10 – Exit interviews have been introduced, as well as anonymous “entrance interviews” which allow new employees to give feedback on their induction process after six months of employment. This has been helpful in allowing any necessary improvements to be made early in the employees’ career at Hillingdon.

The Chairman noted that a lot of progress has been made, but it was still only halfway through the three-year project, and Members agreed that a further update on the progress of the review be tabled at Committee in 18-24 months.

RESOLVED: That the Committee noted the update on the past review regarding “Recruitment in Hillingdon”.

50. REVIEW B: BROADCASTING OF POLICY OVERVIEW, SCRUTINY & SELECT COMMITTEES ON YOUTUBE

The Chairman noted that at the previous Full Council meeting it was considered that the scope of broadcasting Council meetings was extended, and that the Council resolved to request the Committee to consider this as a review topic and report back to Cabinet.

The Senior Democratic Services Manager was in attendance to introduce the report, which aimed to initiate a review on whether the Council should extend broadcasting to overview and scrutiny meeting.

It was confirmed that, should the Council agree to progress the review, an options paper will be presented to the next meeting including financial information, YouTube

analytics and a demonstration of how the system works. Members heard that since the Council started filming, over 260 meetings have been broadcast, with high resident viewing rates, more recently improved due to better promotion.

Responding to questions from the Committee, the Senior Democratic Services Manager confirmed that the Council used YouTube to broadcast as, when the original broadcasting options were explored, alternative platforms either proved too expensive or were less versatile than the free service offered by YouTube.

The Committee agreed to progress the review as set out in the report, and the Chairman stated that if there were any additional considerations that Members wished to be included in the report, could they please send these to the Democratic Services Officer.

RESOLVED: That the Committee agreed to progress the review regarding “Broadcasting of Policy Overview, Scrutiny and Select Committee meetings” to the next stage.

51. REVIEW A: POLICING IN HILLINGDON

The Head of Repairs and Engineering attended the meeting and addressed the Committee regarding the improvement of the CCTV system in the Borough.

The Committee heard that the Council had invested £1.65m in over 800 state-of-the-art cameras, which store recorded data for 32 days across the Borough, and the project also involved a major upgrade of the borough’s CCTV control centre, which a number of Committee Members had recently visited. Councillors heard that the new CCTV control room has been a resounding success and the Police are very happy with it.

Members heard that the CCTV infrastructure was identified in 2017 as in need of replacement and upgrade as the current system was at its end of life with a number of faulty cameras producing either no images, or very low quality images. The upgrade included Town Centres, housing estates or fly-tipping hotspots. The Head of Repairs and Engineering noted that he met with the Police before Christmas, and the new CCTV was being used on a daily basis.

Councillors were informed that the program will be extended across the Borough to include automatic number plate recognition, to review mobile camera positions, and to introduce body cameras for Enforcement Officers in ASBIT. A demonstration of facial recognition cameras is planned and will be looked to roll out in the future to assist Council officers and Police. These additions will reduce crime and the fear of crime, which in turn assists in developing the economic well-being of the Borough and encourages greater use of the town centres, green space and community facilities.

Responding to questioning from Members, the Head of Repairs and Engineering confirmed that a number of housing estate cameras have been linked in to the CCTV control room, and when the cameras were required on estates, they would be able to track people using the areas to evade police or commit crimes. Furthermore, there

had been attempts to smash CCTV cameras, but these were unsuccessful as they are so robust. As such, the cameras can continue to record without damage, producing images to assist in identifying individuals.

The Head of Repairs and Engineering stated that some systems were not linked back to the control room via WiFi, but can be viewed locally on the ICT network in the Control Room.

Members noted that they were very encouraged by the system following their visit to the control room, and that facial recognition would be an excellent development. The Committee heard that facial recognition would be achieved from both frontal and side images, and initial indications were that the system is very good and could be used in both town centres and targeted areas at first, before being rolled out to the rest of the Borough, and it should lead to further successful prosecutions. Councillors questioned whether the system could be used to help in the cases of missing children, and the Head of Repairs and Engineering noted that he would seek further information on this.

The Head of Repairs and Engineering also confirmed that the summarised numbers of cameras, measures to mitigate WiFi jammers, and further information on the body cameras for officers would be provided to Members in a written update. The Committee noted that the body cameras would be similar to those used successfully by the Police.

The Chairman thanked the Head of Repairs and Engineering for his testimony, and noted that this witness session concluded the evidence stage of the review. As such, the review would now be progressed, and Members were encouraged to submit any potential recommendations or contributions to the Democratic Services Officer.

RESOLVED: That the Committee noted and progressed the review, and written updates would be provided to the Committee regarding:

- 1. Whether facial recognition could be used to help in cases of missing children;**
- 2. Summarised numbers of cameras;**
- 3. Measures to mitigate WiFi jammers; and,**
- 4. Technology regarding body cameras that would be used by ASBIT officers.**

52. FORWARD PLAN

RESOLVED: That the forward plan was noted.

53. WORK PROGRAMME 2018/2020

RESOLVED: That the work programme was noted.

This page is intentionally left blank

DRAFT BUDGET PROPOSALS 2019/20: COMMENTS FROM POLICY OVERVIEW COMMITTEES

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	Appendix A - Relevant draft minute extracts from individual POC meetings.

HEADLINES

This report includes the full set of Policy Overview Committee comments on Cabinet's draft budget proposals, which are to be considered by the Committee and submitted to Cabinet.

RECOMMENDATIONS:

That the Committee:

1. Consider the formal comments on the Cabinet's budget proposals from the other two Policy Overview Committees, seeking clarification if necessary;
2. Agree its own final comments on the Cabinet's budget proposals for submission; and,
3. Subject to above, submits a combined set of formal Policy Overview Committee comments to Cabinet for consideration.

SUPPORTING INFORMATION

As part of the Constitution (Budget and Policy Framework Procedure), Policy Overview Committees have a role to review the Cabinet's draft budget proposals, which were set out at Cabinet on 13 December 2018. This opportunity enables Councillors, who are not in the Cabinet, to provide input or comment on aspects of the budget for the ensuing year.

At each Policy Overview Committee in January, consideration was given to reports which provided details of draft budget proposals relating to the remit of each Policy Overview Committee. For Members information, the full extract of the draft minute relating to the draft budget proposals for each Policy Overview Committee is attached as Appendix A.

The Policy Overview Committee comments are set out as below:

	Departmental Budget remit	Comments
Corporate Services, Commerce & Communities	<i>Chief Executive's Office</i> <i>Finance</i>	(DRAFT: TO BE AGREED BY THE COMMITTEE) The Committee noted the budget projections and the combined budget proposals put forward by the Chief Executive's Office and Finance Group, and

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 5 February 2018

<p>8 January 2019 & 5 February 2019</p>	<p><i>Residents Services (certain service areas).</i></p>	<p>recognised the continuing financial constraints faced by the Council, whilst acknowledging that the Council have a track record of delivery over recent years in delivering a budget without impacting frontline services.</p>
<p>Social Care, Housing & Public Health –</p> <p>16 January 2019</p>	<p><i>Social Care</i></p> <p><i>Residents Services (Housing, Public Health)</i></p> <p><i>Finance (Benefits)</i></p>	<p>The Social Care, Housing and Public Health Policy Overview Committee supported the budget proposals and commended officers for their work in times of austerity. Although concern was expressed around future budget pressures from increasing care costs, the Committee was pleased to see that there had been capital investment in housing and a zero increase in council tax for 65s and over for the thirteenth consecutive year. The Committee welcomed the budget, particularly as there were no reductions to front line services.</p>
<p>Residents', Education & Environmental Services –</p> <p>22 January 2019</p>	<p><i>Residents Services (various service areas)</i></p>	<p>Members agreed that it was gratifying to see that, despite the financial pressures faced by the Council, the Capital Programme was able to provide adequate funds for projects to maintain and improve services for residents, such as school expansions, street lighting, and highways improvements. The Committee thanked officers for their input and efforts.</p>

DRAFT MINUTES EXTRACT OF BUDGET DISCUSSIONS

Corporate Services, Commerce & Communities POC - 8 January 2019

The Financial Planning Manager was in attendance at the meeting to introduce the 2019 / 2020 budget proposals for services with the remit of the Committee. Members heard that the budget was presented in the context of the next four years, and during this period £48m total savings were required.

The Committee was informed that the underlying savings requirement had fallen to under £20m due to new one-off social care funding from the Government and a Council Tax increase, although Council Tax for the over 65s remained frozen. The Financial Planning Manager noted that the 2019/20 savings programme requires no reduction in service levels, and any savings were made by efficiencies. Savings over the subsequent three years are expected to total £28m, although this figure may change due to uncertainties such as Brexit and the upcoming Fair Funding Review, the figure will remain in that range.

Members heard that any fees and charges for services were benchmarked against neighbouring local authorities, or competitive if the fees were commercial.

It was agreed that the 2019/20 budget proposals were agreeable, and the report was noted.

RESOLVED: That the Committee noted the 2019/2020 budget proposals for services within the remit of the Corporate Services, Commerce and Communities Policy Overview Committee.

Social Care, Housing & Public Health POC - 16 January 2019

Iain Watters, Financial Planning Manager; Peter Malewicz, Finance Manager and Andy Goodwin, Financial Planning Accountant were in attendance at the meeting to introduce the 2019 / 2020 budget proposals for services with the remit of the Committee. Members heard that the budget was presented in the context of the next four years, and during this period £48m total savings were required.

The Committee noted that Cabinet would consider the budget proposals on 14 February 2019 and the report would include comments from Policy Overview Committees.

The Committee was informed that the underlying savings requirement for 2019/20 had fallen to under £20m due to a reduction in the financial gap within social care and a Council Tax increase, although Council Tax for the over 65s remained frozen. Mr Watters noted that there was still no reduction in service levels, and any savings were made by efficiencies. Mr Watters detailed the contingency items relating to services with the remit of the POC, providing £3,756k additional funding to meet the costs of service delivery in 2019/20 over and above operating budgets.

It was confirmed that savings proposals were focused on increased efficiency and effectiveness, rather than reducing services. It was highlighted that a number of savings totalling £749k had been identified and built into the proposed budget, which included savings from the outsourcing of the Telecare service.

Members heard that any fees and charges for services were benchmarked against neighbouring local authorities, or competitive if the fees were commercial.

Concerns about the pressures on social care exceeding budget proposals, and the challenge of recruiting and retaining professional social work staff, was noted.

RESOLVED:

- 1) **That the Committee noted the 2019/2020 budget proposals for services within the remit of the Social Services, Housing and Public Health Policy Overview Committee; and,**
- 2) **That authority be delegated to the Democratic Services Officer to finalise the Committee's comments with approval of the Chairman and the Labour Lead.**

Following the meeting, the following comments were agreed to be submitted:

'The Social Care, Housing and Public Health Policy Overview Committee supported the budget proposals and commended officers for their work in times of austerity. Although concern was expressed around future budget pressures from increasing care costs, the Committee was pleased to see that there had been capital investment in housing and a zero increase in council tax for 65s and over for the thirteenth consecutive year. The Committee welcomed the budget particularly as there were no reductions to front line services.'

Residents', Education & Environmental Services POC - 22 January 2019

Andy Evans, Deputy Director of Corporate Finance, and Peter Malewicz, Finance Manager, introduced the 2019/20 Budget Proposals for services within the Committee's remit. The Committee was advised that:

The Council continued to operate within the constraints of reduced funding from Government. In addition, continuing demographic and demand pressures necessitated a requirement for further savings, totalling £48,155k over the four years to 2022/23.

For the financial year 2019/20, frontline services would be maintained through a £7,776k release from General Balances and a 2.4% increase in Council Tax. The increase in Council Tax was limited to 90% of the average 2018/19 increases for households in the neighbouring boroughs of Ealing, Harrow and Hounslow, and equated to £26.71 per annum for a Band D household.

Proposed savings figures included an assumed increase in Government funding of £10,000k over the four year period, but there remained uncertainty due to Brexit and the in-progress Fair Funding Review. The funding strategy was offset by the aforementioned increase in Council Tax at 2.4% in 2019/20, and indicative inflationary uplifts of 2.99% on Council Tax from 2020/21 securing

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 5 February 2018

£13,766k additional income. In addition to this, identified savings would deliver a further £6,366k and planned use of General Balances left £27,973k of savings to be identified over the next three budget cycles.

Recurrent funding available to support the budget requirement was projected to total £213,671k in 2019/20, inclusive of £2,684k additional income linked to the proposed 2.4% increase in Council Tax. This recurrent funding was supplemented by £15,466k of one-off funding, including £6,600k additional income from the 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.

The draft budget included £862k new funding for Priority Growth items which, together with £20k of brought forward resources, would support £632k of specific initiatives and £250k of unallocated growth was available to meet emerging requirements. The Council's capital programme included £448,812k of planned investment in local infrastructure over the period 2018/19 to 2023/24. This included 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.

Overall, the Council's financial position remained strong.

Members asked a number of questions, including:

The report listed savings proposals of £511k for Residents Services and £491k for Social Care, for 2019/20. Could officers provide a breakdown of what areas these savings figures would cover? Did one of these items include the proposed savings of £100k relating to security reductions, and could this be covered by ASBIT officers?

The report included information specific to the services within the remit of REESPOC, with the overall figures including items that had been reported to the Corporate Services, Commerce and Communities, and Social Care, Housing and Public Health Policy Overview Committees. Within the remit of REESPOC, the £491k for Social Care included proposed savings that had been identified within the provision of transport needs for vulnerable children, and was based on a review of route management, contractor fees, and a general streamlining of the service management.

Members felt that the figures within the report were difficult to reconcile alongside the figures previously presented to Cabinet. Officers agreed that they would provide additional information via the clerk, to help Members reconcile the two budget reports and to clarify the proposed savings that related to the Residents, Education and Environmental Services Policy Overview Committee.

Regarding SEN transport, it was noted that the projected funds required to meet the forecasted growth in demand exceeded the funds allocated. Why was this?

The forecasted figure set out in the report was for SEN Transport across multiple years. The forecasted growth in demand was aligned to the potential growth in population and that population's needs. However, it was important to note that the needs of one child did not equate to a single transport route/journey. For example, multi-person vehicles could be used to offset costs.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 5 February 2018

The report listed a reduction in expenditure projections for Secondary School Expansions. Why was this?

The forecasted reduction was based on a changing population. In many London boroughs, populations had been seen to stabilise or even reduce, as families moved out of London. The figure had been reached following a re-profiling of need based on population, required spaces, and churn.

Regarding Cross Cutting, which posts had been deleted?

Deleted posts were predominantly within business administration and back-office areas. A vacant post exercise was undertaken across the Council with input and final sign-off from the relevant operational service areas, and was focused on long-term vacancies of six months or longer.

Fees and Charges had seen a significant increase. Why were such large increases proposed?

All charges had been benchmarked under the 90% of neighbouring boroughs fee principle threshold. In many areas, no increase had been applied for number of years, and fees had therefore fallen behind neighbouring authorities. In some services such as Music Services a policy decision had been taken to phase the increase to the 90% level over more than one year. Existing concessions were being maintained across these services.

How were services monitored to ensure that they were not compromised as a result of reduced or changed funding?

Officers were maintaining a close overview of services, which included regular reports alongside resident feedback. The need for strong management and quality front line staff was recognised as important for the effective delivery of services to residents.

Labour Group Members expressed serious concerns over the budget, with specific reference to the reductions outlined within the service transformation.

It was agreed that Councillor Sweeting would liaise with the Chairman and the clerk to request additional information on behalf of the Committee.

Members noted the contents of the report, and Councillor Tuckwell made the following comment:

'That it was gratifying to see that, despite the financial pressures faced by the Council, the Capital Programme was able to provide adequate funds for projects to maintain and improve services for residents, such as school expansions, street lighting, and highways improvements. The Committee thanked officers for their input and efforts.'

Following a proposal by the Chairman, the above comments were approved by the Committee as comments to be submitted on the budget. However, Labour Group Members asked that their concerns over the adoption of these comments, and their serious concerns over the proposed budget savings for services under the remit of REESPOC, be recorded in the minutes.

RESOLVED:

- 1) That the report be noted;
- 2) That the Committee's agreed comments on the budget be included in the forthcoming report to the Corporate Services, Commerce and Communities Policy Overview Committee;
- 3) That officers provide additional information to help Members reconcile the information included within the report against the information previously presented to Cabinet,
- 4) That officers provide a breakdown of the proposed savings for Residents Services and Social Care; and,
- 5) That Councillor Sweeting would liaise with the Chairman and the clerk to request further information on behalf of the Committee.

This page is intentionally left blank

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

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Mark Braddock, Democratic Services
Papers with report	Appendix A - Report to the previous Committee 1 February 2018
Ward	N/A

HEADLINES

Hillingdon has a proud record of directly engaging residents in the democratic process. This is not only through established ways, such as the petitions process, but increasingly through new digital means. Indeed, the broadcasting of council meetings live on YouTube has been a giant leap forward in bringing local democracy direct to residents in a more modern and immersive way. Since 2016, when the Council first started filming, over 280 meetings have been broadcast, with now over 95,000 views by people tuning in to watch them.

Last month, the Committee agreed to progress a review topic, referred from full Council, into whether the Council should expand broadcasting to Policy Overview, Scrutiny and Select Committee meetings, reporting back to Cabinet with its recommendation. This report sets out the following key considerations for Members to review:

1. Broadcasting the additional meetings
2. Viewer and practical factors
3. Technology and cost

This report also includes the latest YouTube viewer analytics for information. Additionally, a live broadcast demonstration will also be shown to Members during the meeting on how it operates.

RECOMMENDATIONS:

That the Committee:

- 1. Considers the broadcasting of Policy Overview, Scrutiny and Select Committees;**
- 2. Notes the viewer, practical, technology and cost considerations with regard to this; and,**
- 3. Receives a YouTube demonstration on how the live broadcasting works.**

INFORMATION

In 2015, the Council decided to adapt its existing CCTV and WiFi infrastructure and integrate it with YouTube Live to provide a modern, viewer friendly and cost effective solution to broadcast the following council meetings for both democratic engagement and its own record of proceedings:

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

<i>Full Council</i>	<i>Central and South Planning Committee</i>	<i>Major Applications Planning Committee</i>	<i>Licensing Sub-Committee</i>
<i>Cabinet</i>	<i>North Planning Committee</i>	<i>Major Applications Planning Sub-Committee (HS2)</i>	<i>Ad hoc wider public interest petition hearings</i>

More background to the Council's decision in 2015 to use YouTube can be found in the report to the previous Corporate Services and Partnerships Policy Overview Committee on 1 February 2018 shown as **Appendix A**.

Live broadcast capability is currently available in the following rooms:

Rooms	Capability	Broadcast Images
Council Chamber	<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	<p>Single Camera integrated with in-room audio-setup, speakers and microphones.</p> <p>Single stream on YouTube.</p>	

Committee
Room 5

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

Single stream on YouTube.



This setup has not changed since 2015/16 when an initial capital cost was required to install new cameras and a much-needed upgrade of the audio package and microphones in the Council Chamber and Committee Rooms 5 & 6. As YouTube is free to use, there are no annual running costs of broadcasting council meetings.

YouTube is a global platform and videos, therefore, are watched based on an individual's own searches and preferences combined with algorithms that help find relevant content for individuals.

Whilst for most videos, the majority of people watching are from the UK compared to other countries, people still find and view Hillingdon council meetings from abroad. It is not possible to drill down viewers into UK sub-regional areas. What is clear is that more and more people are watching Hillingdon council meetings online. To assist in this, Democratic Services tag the videos in relation to the items on the agenda to improve their relevance to people when searching.

Meetings can be watched live or on demand after the meeting on the Council's YouTube channel: *Hillingdon London*, which is easily accessible on most laptops or mobile devices, or through links provided by the Council, e.g. on our website, on the agenda page and social media. The Council's YouTube channel contains a lot of interesting cultural content, however, it is council meetings that have become the primary content provider.

Viewer analytics: latest trends

Through YouTube analytics, officers are able to break down how people in real-time (and over time) have been watching council meetings. The data generally shows that people watch council meetings that are relevant to them. For example, the higher the public interest in certain planning applications, the higher the viewer rate for those planning committee meetings.

The meetings currently broadcast are invariably those that make decisions, many of which also directly involve residents on a matter that is of interest to them, i.e. petitioners. For example, the Licensing Sub-Committee on 23 May 2017 considered the South Ruislip Cineworld application attracted 574 viewers within a short space of time (now over 800) with an average watch time of nine minutes. The Petition Hearing on Children's Centres on 1 February 2017 attracted over time 534 viewers with an average 'watchtime' of nine minutes.

As indicated above, 'watchtime' data is arguably more relevant to user engagement than viewer numbers, i.e. how long people watch a particular video for. In Hillingdon, as the number of viewers has continued to increase, there has been a corresponding decrease in the average 'watchtime'.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

However, some of this is to be expected as it reflects common viewers' habits with people browsing for the right content or instead watching only parts of the meeting relevant to them, e.g. certain planning applications.

People can also subscribe to the Council's YouTube channel to receive alerts of new videos added or live broadcasts. The number of subscribers to the channel after watching a council meeting has increased by 146 people since May 2018. Subscribing to the channel helps people stay up-to-date on the latest content added and maintains a core base of potential viewers.

People can also show their like or dislike (thumbs up/or down) on specific videos if they have a Google account. This shows they have actively taken the time to show their satisfaction with the video content. The good news is that 'thumbs up' overwhelmingly outweigh any 'thumbs down' for council meetings.

Viewers can share videos with friends further on social media. Trends in these are positive and on the rise. The Council currently disables the 'comments' and 'live chat' features for the potential of inappropriate use and moderation required during any broadcast. However, these features, if enabled, can provide added viewer engagement. A third of viewers watch council meetings on their mobile or tablet devices.

The top five meetings in terms of viewership, since May 2018, are shown below:

Meeting	Unique Views	Average "watchtime" in the UK (mins)	Shares on social media	New subscribers gained watching	Likes / dislikes
Cabinet 21 June 2018	5930	1:49	8	3	12/3
North Planning Committee - 19 June 2018 (Part A)	5302	6:43	16	9	31/2
North Planning Committee - 19 June 2018 (Part B)	4748	2:46	18	8	29/3
Cabinet - 25 October 2018	3847	1:17	0	3	9/4
Major Applications Planning Committee - 6pm, Tuesday 19 June 2018	3757	8:12	11	8	23/0

YouTube viewer analytics for the 2018/2019 municipal year to-date are shown below:

Viewer engagement	2018/19 (MY) - as of 26/1/19)	Trend from previous year
No. of meetings broadcast live on YouTube	89	
Unique Views	67,673	
Average "watchtime" in the UK (mins)	3:25 mins	
Shares on social media	336	
Likes / Dislikes	329/87	
New subscribers gained watching	146	

KEY CONSIDERATION 1 - Broadcasting the additional meetings

Members will recall that the full Council meeting on 22 November 2018 considered a motion submitted by Councillor Stuart Mathers. Following an amendment, resolved as:

'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.'

Based on the 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 following:

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

This principle is ultimately a matter for Members to decide and officers will put in place whatever recommendation is agreed by Cabinet. Initially, Members will wish to consider the benefits or otherwise of this, being the crux of the Council motion. Members may also wish to consult further with colleagues from these committees on their views before determining. To guide Members, the following factors may want to be considered in more detail:

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

Potential positives	Potential unknowns / issues	Possible approaches
<ul style="list-style-type: none"> This could raise the profile of the work of policy overview, scrutiny and select committees. It could showcase the broader public engagement in the democratic process, such as witnesses attending to give evidence, similar to Select Committees that are broadcast in Parliament. Using YouTube is a tried and tested method in Hillingdon, and evidence shows there has been little impact upon how meetings operate 'in the room'. There have been no issues and little reaction from residents and petitioners attending. There are a number of interesting topics of broader public interest that are discussed at committees. 	<ul style="list-style-type: none"> Additional meetings (up to approx. 50 a year) could lead to a saturation of meeting video content on the YouTube channel, increasing the complexity of what to watch. Currently only meetings that make decisions are filmed. Evidence (to-date) shows that people tend to tune in to watch specific videos on matters that are of direct relevance to them, e.g. a planning application. Policy Overview and Select Committees undertake interesting policy reviews spanning a number of meetings from start to finish. Keeping viewers engaged across a 'series' of meetings may prove a challenge, but it certainly would be something to positively promote. 	<ul style="list-style-type: none"> To broadcast all meetings irrespective of type. To not broadcast any meetings. To broadcast specific meetings only. To broadcast specific meetings on single issue scrutiny or policy topics of public interest (as agreed by the relevant Chairmen) To trial broadcasting with one Committee and review viewer engagement after 6-8 months, before recommending any further roll-out.

KEY CONSIDERATION 2 - Viewer and practical considerations

With the exception of full Council, which has a multi-stream view, all other meetings are broadcast with a single static camera in the ceiling facing the Committee Members (towards the Chairman). This is the view currently seen by those watching in Committee Room 5:



Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

Where resident petitioners and other parties attend to speak, officers try to make sure they are as visible as possible, usually angled slightly to the side. Whilst not a perfect position, it is the best possible given the optimal room configuration and camera location.

Officers have considered pan-tilt-zoom cameras, like in the Council Chamber, but this may not be appropriate in the committee rooms, as the cameras are much larger, and seating plans can change from meeting to meeting. Pan-tilt-zoom works well in the Council Chamber as all desks and microphones are fixed points within the room, and the camera can be preset to each location

Often, Policy Overview and Select Committees invite a number of witnesses to attend who in some cases sit directly across opposite the Chairman and other Committee Members. Witnesses are also occasionally questioned, sometimes back and forth, by Members present. With a single static camera aimed at Members only, it may not be possible to fully view the exchanges taking place with witnesses, limiting the viewer experience.

To mitigate this, there are some possible solutions below:

Room configuration	Alternative room configurations could be tried out to enable better views, including those of witnesses.
Multi-view	Similar to multi-view in the Council Chamber, a second room camera angled towards the witnesses could be put in place, so viewers can manually switch during a broadcast to see both 'Member' and 'Witness' view. This would mean that some people in the public gallery could be filmed, but putting in place suitable additional notices about this would suffice.
Wireless encoding	Rather than the viewer manually switching views, using encoding software directly on the laptop computer in the room, Democratic Services staff could switch between the two camera views in real-time as witnesses speak, providing a seamless experience for the viewer. Whilst the current ICT setup does not provide for this and there may connectivity issues to overcome, it is an option to consider for the future.

KEY CONSIDERATION 3 - Technology and costs

If Members do recommend to Cabinet the broadcasting of additional meetings, they will wish to consider the technical and financial options for the delivery of this. In conjunction with ICT, Democratic Services has put forward the following options using YouTube:

	Viewing factors	New requirements	Estimated cost
Option 1 - hold all or specific meetings in CR5 or CR6 which are already set up with a single static camera, so no new camera or audio / microphone technology would be required.	This would provide a static view. It may not be suitable for all room configurations, yet would still ensure the meetings are broadcast professionally online.	N/A	None.
Option 2 * - hold meetings in CR5 or CR6 and provide a new second static ceiling camera	This could be positioned to accommodate a different angle to provide multi-view (e.g. Member and Witness cameras) outlined above.	As existing cameras are now 3 years old at a maximum 720p HD resolution, to ensure consistency between the different views, these may need to be upgraded.	Up to £1k per new camera (capital expenditure) and minor additional cabling costs.
Option 3 * - to install cameras in CR3 or CR4 should Members also wish to use these smaller rooms for meetings or smaller room layouts.	A static camera view or Members could combined this with Option 2 above to provide two cameras in a room.	There would be new costs associated with this, beyond any cameras, as these rooms currently do not have any audio / microphone setup.	Estimated at £10-15k per room. This is based on slimmed down quotes for the larger committee rooms back in 2016, along with new cabling.

****Note: for options 2 and 3, above***

The Council currently has the capability to stream three feeds at any one time (one per encoding computer). For full Council meetings, officers use all three computers to enable multi-view. For a meeting in CR5, just one computer for a single view. Officers can also live stream a meeting in CR5 and another in CR6 at the same time. This is deemed satisfactory given the current meeting calendar. However, with Options 2 and 3 above, if second cameras or new rooms are to be provided with cameras, then officers will need to increase the number of encoding computers from 3 to 5. This would be a minor cost from within existing ICT budgets.

Future innovation

These are largely restricted to the innovation and changes that YouTube rolls-out across the world. The Council can be more creative with the live display at its end by placing text overlays, e.g. names over those speaking or flashing a council question onto the screen etc. However, this would require additional live or post production editing. Whilst Democratic Services is testing some technology around this, it is more likely to be introduced when automation is available within YouTube itself for such optical enhancements.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

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.

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.
TBC	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, this enables people to view across nearly all devices they may have, anywhere and at any time.

Financial Implications

The estimated financial implications associated with broadcasting additional committee meetings is set out in this report.

ICT comments

The solution provided in-house is extremely cost effective, built from low cost hardware and freely available technology given the core requirements.

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

NIL.

RESIDENT ENGAGEMENT IN DEMOCRACY: THE COUNCIL'S YOUTUBE LIVE BROADCASTING OF COUNCIL MEETINGS AND RELATED SOCIAL MEDIA

HEADLINES

Resident engagement with Hillingdon's democratic process is at an all-time high. This is evidenced not only through formal ways, such as by the number of petitions submitted and the continuing high satisfaction participating in meetings, but increasingly through digital and social channels such as watching council meetings on YouTube and social media.

All Members will be aware of the YouTube filming of council meetings. This report to the Committee presents a detailed analysis of the broadcasting outcomes for viewers since 2016. In short, it has enabled Hillingdon councillors and local decision-making to take a leap forward in engaging with thousands of Hillingdon residents and others watching in a modern, immersive and direct way.

Members should take note of the analytics section later on in this report which shows some interesting statistics on viewership for broader consideration, along with some ideas for smarter approaches to such digital engagement in the future.

RECOMMENDATION:

That the Committee note the report and provide any comments, suggestions or improvements to Democratic Services to take forward as appropriate.

INFORMATION

Background

In early 2016, the Cabinet Member for Finance, Property and Business Services agreed a project to broadcast our main council meetings to increase resident interest and engagement in local democracy. Partly, this was also in response to the need for a definitive record of proceedings given that the public have the legal right to undertake their own filming and recording of meetings.

A Joint Project Team reviewed the options for this and different to most other local authorities who had experimented with webcasting, the Council decided to adapt its existing CCTV and WiFi infrastructure and integrate it with Google technology (YouTube Live) to provide a modern, viewer friendly and cost effective solution. The only one-off expense related to new cameras and a much-needed upgrade of the audio package and microphones in the Council Chamber and Committee Rooms 5 & 6. As YouTube is free to use, there are no annual running costs of broadcasting our council meetings.

The broadcast studio is located in the Democratic Services Office by the Council Chamber, which controls the live feed(s) coming in and the output via encoding software. To be fully mobile, a laptop can then be used by Democratic Services Officers to control the output feed into YouTube during a meeting, thereby creating the live broadcast. Resilience is very good and technical issues with the broadcasts are rare and out of the one or two that we have experienced it has primarily been down to internal WiFi or audio issues.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

Meetings agreed to be broadcast are Full Council meetings, Planning Committees, Licensing Sub-Committees, Cabinet and we have also filmed one Petition Hearing, with the principles behind these being those meetings that involve residents and/or are of major interest to them.

We have the ability to stream three feeds in the Council chamber and individual feeds in each of Committee Rooms 5 & 6 (5 in total). However, currently only three different feeds can be broadcast on YouTube simultaneously, which is deemed satisfactory given the official meeting calendar. We currently stream Council meetings using multiple feeds, where viewers can switch between different views to get a 360 degree experience.

The main chamber feed and Mayor feed in the Council Chamber are the only feeds where we have linked up an automatic zoom facility of the camera with the microphones so the camera closes in on those speaking. Below are example feeds:

Council Chamber - main chamber feed



Council Chamber - Mayor feed view



Council Chamber - Rear View



Planning Committee - CR5



Cabinet - CR6



Licensing Sub-Committee - CR5



Optics, promotion & searchability

Meetings are extremely simple for Democratic Services staff to set-up to broadcast and they are, by default, promoted one week before the meeting on the Council's YouTube channel. Attractive, news-style and clean promotional thumbnails (see below) are inserted into YouTube to be used primarily as adverts for each meeting on the different digital platforms/devices residents may interface with. Large backdrops are used in the Committee Rooms to reinforce the professional look of the meeting and promote the Council.



Broadcasts of Full Council and Cabinet meetings are shared via twitter and facebook leading up to the meeting and sometimes during the live broadcast which Democratic Services co-ordinate. This has led to meetings being shared to friends and followers on social media.



The YouTube video page for each meeting has a standard direct link to the agenda for viewers to find out more and also a link to an online version of our feedback form. The live chat and comments facilities available via YouTube during broadcasts have been disabled due to the potential for inappropriate use. Suitable short intro music and 'stings' have been added at the start of the videos to engage viewers and add yet a more professional feel.

Democratic Services Officers also insert Youtube Video Tagging or "key words" into videos. According to YouTube, tagging is one of the most important ways to rank videos in YouTube and other search engine results. Tags help users find videos when they search the site and it has shown to increase overall viewership of our council meetings. Tagging is impartial and relevant to the agenda for the meeting.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

For further viewer engagement, Democratic Services sometimes add suitable “cards” and “end screen” promotional material during and at the end of the broadcast. This can sign-post viewers to related content or help promote other council events as shown below.



Cabinet - 27 July 2017

Broadcasts are then archived afterwards on the Council’s YouTube channel in a dedicated playlists for each municipal year for ease of chronological reference. As a safeguard, videos are also stored on Google Drive periodically in the event our YouTube channel goes down.

As a public organisation, monetization and external advertisements on YouTube videos have been disabled for obvious reasons. However, this does not prohibit the Council linking videos to other suitable content.

Resident feedback

We have not had any negative feedback from residents who attend to speak during live broadcasts. This may be in part because our letters/emails to petitioners, agents etc... sent prior to the meeting provide a range of useful information, including how we broadcast and what it will look like in the room so they can get a good feel for it before they arrive.

Member views

Whilst Members may have their own individual experiences, it seems generally they have taken to live broadcasting extremely well when attending and speaking in meetings. Chairmen have also ably taken the time to involve online viewers watching at the start of the meeting (along with those in the room attending), by clearly setting out the procedures and indicating where the Councillors and officers are sitting etc... Sometimes, Councillors “wave” at the camera to indicate who they are. All this adds to an engaging and positive viewer experience.

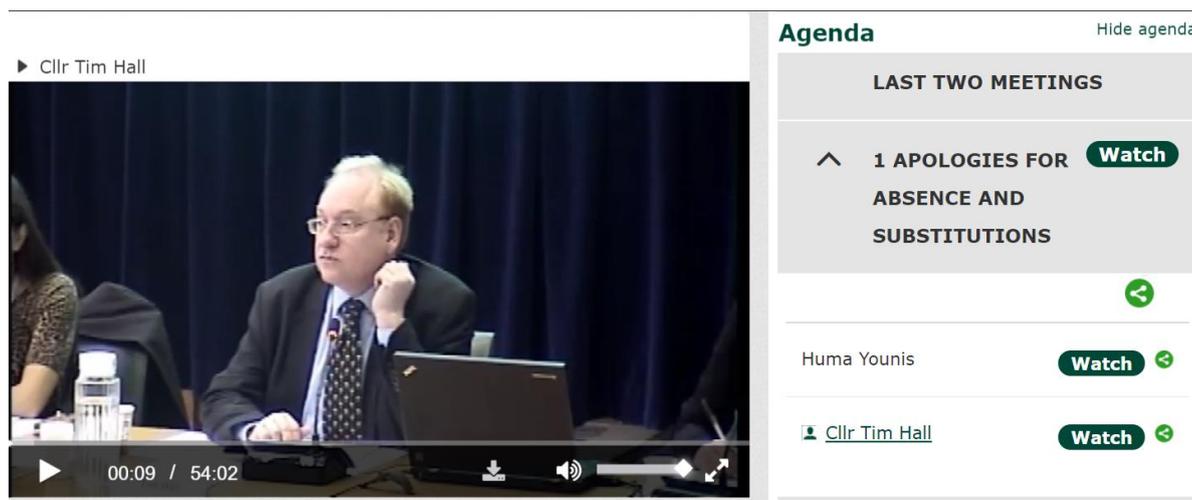
Local government comparisons

Ongoing research into other local authorities using webcasting show that around 100 UK councils use another bespoke solution called Public-I (see screenshot below). Hillingdon did review this

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

option, and whilst it has the benefit of directly linking the webcast to specific agenda items on the website and councillors speaking, the running costs are high and it could potentially require additional staff resource for each meeting.



The screenshot displays a YouTube live broadcast interface. On the left, a video player shows Cllr Tim Hall speaking at a meeting. The video title is 'Cllr Tim Hall'. The video progress bar shows 00:09 / 54:02. On the right, an 'Agenda' sidebar is visible, with a 'Hide agenda' link. The agenda lists 'LAST TWO MEETINGS' and includes an expandable item '1 APOLOGIES FOR ABSENCE AND SUBSTITUTIONS' with a 'Watch' button. Below this, two other items are listed: 'Huma Younis' and 'Cllr Tim Hall', each with a 'Watch' button and a green arrow icon.

In terms of the smaller (yet increasing) number of local authorities using YouTube, Hillingdon is successfully broadcasting on this platform and we have had visits and interest by other local authorities who plan to follow our initiative. To get some idea of how other councils broadcast their meetings on YouTube, visit [Wokingham Borough Council](#), [York City Council](#) and [Monmouthshire County Council](#). Outside the entertainment and music world, the YouTube live broadcast platform is predominantly used in Canada and the United States for live broadcasting of government meetings, from The White House to States and City Councils. Visit [Toronto City Council](#) on YouTube for an interesting international comparison.

Viewer Analytics

Worldwide, YouTube is the second most visited website in the World (after Google and above Facebook). Data from 2018 indicates it has almost 5 billion videos, with over 30 million visitors per day and in an average month, 8 out of 10 18-49 year-olds watch YouTube. Gender-wise, while YouTube's total user base might be closer to 50/50, studies have found that men make up the majority of viewers in most of YouTube's content categories. More than half of YouTube views come from mobile devices. 'Watchtime' statistics are more relevant to actual "viewers" in that they better indicate user engagement in the content. People can subscribe to particular channels to be made alert of new videos, show their "thumbs up/or down" on specific videos or share them with colleagues and friends further on social media.

Locally, the Council's YouTube channel ([Hillingdon London](#)) features a broad range of video content from 2007 including resident, council and events, such as Advent Calendar videos and performances by the Hillingdon Music Service. Since 2016, the broadcasting of council meetings has been the main content provider for our YouTube channel. YouTube offers the ability to pull detailed analytic reports about viewership of any video or group of videos. It is not possible to drill-down data to a Hillingdon level, only UK and abroad. Detailed viewing reports for each municipal year attached as appendices. They are summarised below:

Period: 25 February 2016 - 19 January 2018	
25,444	people have tuned in to watch council meetings on YouTube
12%	watch live on the night/day, 88% watch at a later time (on demand)
169	is the total number of meetings on video (includes multiple feeds for Full Council)
60	minutes is the average length per meeting video
6	minutes is the average viewer engagement time watching videos
205	viewers have shared a council meeting with other friends or followers on social media or by email.
64%	viewing via a computer, 34% on mobile or tablet devices.
1,718	people watched Cabinet on 27 July 2017, being our most watched broadcast, followed by Budget Council on 25 February 2016 (1,255 views)
54% to 79%	are male viewers *
40	being the average age of viewers *

**Note: gender and age statistics may not be fully representative as they are captured only from those who have logged into YouTube via a Google account.*

The Council's YouTube channel has just over 300 subscribers, which is relatively low, but recent growth in it has primarily been gained by people watching council meetings. The vast majority of viewers are from UK, but with some watching from abroad. It is clear that the topics being considered influence viewer engagement. For example, the Licensing Sub-Committee on 23 May 2017 considered the South Ruislip Cineworld application and attracted 574 viewers. The Petition Hearing on Children's Centres on 1 February 2017 attracted 447 viewers. Generally speaking, the more significant the planning application the higher viewer rate. Trends in viewing during the year show no correlations, other than an increased viewership for Budget Council meetings each year, which can be easily attributed to greater local interest and social media.

Possibilities for increasing viewer engagement

Live broadcasting has demonstrated a giant leap in the number of residents able to see how decisions are made in Hillingdon - and also in a way that is directly accessible to them through their phones, computers, TVs and even X-boxes.

Democratic Services have been in discussion with Whips previously about enhancements to the viewer experience. For example, for Council meetings we now include a link directly to each Question/Motion etc. as a shortcut for viewers.

Like in mainstream news broadcasts, from the user perspective, understandably it would be helpful for the names of councillors speaking, the title of questions being put etc... to be displayed during

the active part of the live broadcast. And for planning committee meetings, the plans and maps shown to Members in the room, to also be displayed in the video to benefit viewers.

Members should be aware that enhancements are largely restricted to the upgrades and changes that YouTube rolls-out across the world. We can be more creative with the live display via the encoding computer directly (not YouTube). However, this would require additional live and post production editing by staff. Therefore, it is advised that such optical improvements are explored when more automation is available to introduce such features.

Other enhancements that could be explored are increasing the promotion to residents of our channel so they can “subscribe” to it. Furthermore, a more targeted promotion of upcoming videos to key stakeholders, e.g. planning agents, residents groups, schools or interest groups depending on topic being discussed would be more relevant and increase viewers. We already seek to do this where possible, for example, if residents submit an electronic petition in relation to a planning application, we can automatically email all signatories with details of the meeting and a link to the broadcast where their petition will be heard.

It should be recognised that all of the above is part of the Council’s wider digital efforts to engage with residents about public services, information and events in a more personalised way. Daily, the council communicates with residents online and through social media. There is, therefore, a wider theatre of opportunity to engage yet more residents in local democracy.

Financial Implications

None directly from this report.

Legal Implications

There are no legal implications.

BACKGROUND PAPERS

NIL.

This page is intentionally left blank

REVIEW A: POLICING IN HILLINGDON

Committee name	Corporate Services, Commerce & 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.

With witness sessions for the review now completed, the Committee is asked to discuss and provisionally agree potential recommendations.

RECOMMENDATION:

That the Committee comment on and suggest potential recommendations to be included within the final report.

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.

At the 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.

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee - 5 February 2019

The previous meeting, on 8 January 2018, included the final witness session, with evidence heard from Gary Penticost, Head of Repairs and Engineering, who discussed the Council's CCTV upgrades.

Members are welcome to suggest any recommendations that they wish to be included within the report, and these recommendations can then be discussed at the meeting and with officers, ahead of potentially being added to the report.

Please note that the wording of any suggested recommendation is not final, but will be confirmed ahead of the final report. A final list of recommendations will be added to the final report, which will be brought before the Committee in the next couple of months.

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.

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.

This page is intentionally left blank

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 or Private (with reason)
--------------------------------	-------------------------------	---	------------------------------	----------	---------------------------------

Ref

SI = Standard Item each month

Council Departments: RS = Residents Services SC = Social Care CEO = Chief Executive's Office FD= Finance

Cabinet meeting - 14 February 2019

307	Purchase of Passenger Service Vehicles	Cabinet approval will be sought for the purchase of 26 Passenger Service Vehicles to provide transportation services for eligible residents and young people, such as those with Special Educational Needs.	N/A		Cllr Jonathan Bianco	RS - Bobby Finch		NEW	Private (3)
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			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			Private (3)
272 b	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

287	The Schools Budget 2019/20	Cabinet will asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		Cllr David Simmonds CBE, Cllr Jonathan Bianco & Cllr Ray Puddifoot MBE	FD - Peter Malewicz	Schools Forum		Public
Cabinet meeting - 14 March 2019									
305	Irrecoverable Corporate Debt	Cabinet will be asked to approve the write-off of individual irrecoverable debts greater than £50k as per the Constitution. This will include business rates and other debts by individuals and organisations where the Council has exhausted all possibility of recovering them. There is no additional financial cost to the Council as the cost of these write-offs have previously been provided for within the Council's financial planning.	N/A		Cllr Jonathan Bianco	FD - Rob Smith		NEW	Private (3)
306	Water Market Deregulation - Procurement of the Council's Water Portfolio	Cabinet will consider the acceptance of a tender for Water Services (Clean and Waste Water) for the Council's various assets and facilities.	N/A		Cllr Jonathan Bianco	RS - Richard Coomber		NEW	Private (3)

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
18 June 2019	CR4
23 July 2019	CR4
19 September 2019	CR4
10 October 2019	CR4
5 November 2019	CR4
14 January 2020	CR4
4 February 2020	CR4
4 March 2020	CR4
7 April 2020	CR4

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 5 February 2019

This page is intentionally left blank

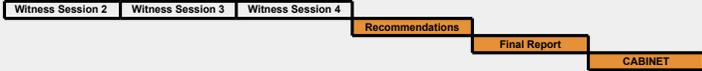
Multi year work programme

Corporate Services, Commerce & Communities

	2018			2019					2020						
Meeting Month	October	November	January	February	March	April	May	June	July	September	October	November	January	February	March
Date	11	6	8	5	6	9	Cabinet	18	23	19	10	5	14	4	4

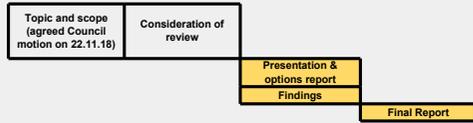
REVIEW A: local policing arrangements in support of the Council's community safety efforts and funded Tasking Teams

- 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



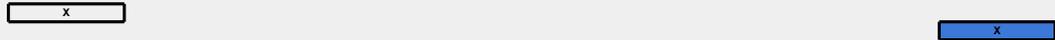
Regular business items

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



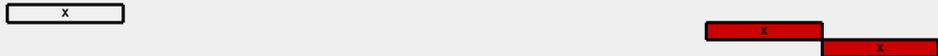
One-off business items

- 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



This page is intentionally left blank