



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, 9 APRIL 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:



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Contact: Luke Taylor
Tel: 01895 250693
Email: ltaylor3@hillington.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

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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
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Minutes

Corporate Services, Commerce and Communities
Policy Overview Committee
Wednesday, 13 March 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
Jazz Dhillon
Edward Lavery
Kerri Prince

Apologies:

Councillors Alan Deville
Vanessa Hurhangee

Officers Present:

Luke Taylor, Democratic Services Officer

63. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Vanessa Hurhangee and Councillor Alan Deville, with Councillor Edward Lavery substituting.

64. DECLARATIONS OF INTEREST

There were no declarations of interest.

65. MINUTES OF THE MEETING HELD ON 5 FEBRUARY 2019

RESOLVED: That the minutes of the meeting held on 5 February 2019 be agreed as a correct record.

66. EXCLUSION OF PRESS AND PUBLIC

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

67. REVIEW A: POLICING & COMMUNITY SAFETY IN HILLINGDON

The Committee considered ten draft recommendations that were suggested to be included within the report on Community Safety and the Policing Structures in Hillingdon.

The Committee noted minor changing in the wording of Recommendation 5, to ensure that officers were congratulated on their work, and commented that Recommendation 3 should be altered to ensure that it related to the properties, and not the tenants or residents.

With regards to Recommendation 7, Members agreed that it was preferable to ensure that the Out-of-Hours Team was located within the CCTV Room if possible.

Councillors agreed the recommendations with the relevant changes and agreed that delegated authority be given to the Chairman and Labour Lead Member to agree the final wording of the recommendations, once the changes had been made, and the review be progressed to the final report stage.

RESOLVED: That the recommendations be agreed and delegated authority be given to the Chairman and Labour Lead Member to agree the final wording of the recommendations, subject to the following amendments:

- 1. That Recommendation 3 be changed to read: “That regular and improved communication takes place between the Anti-Social Behaviour Team and the Community Safety Team with Housing Associations, in order to pro-actively share video evidence of anti-social or criminal behaviour that may be carried out at housing estates.**
- 2. That Recommendation 5 be altered to read: “That Council Officers are congratulated on their impressive upgrade of the CCTV Control Room, and that the Council continues to work in partnership with the Police, and allows access to Members of the Police Force who may not be able to operate in active duty”; and,**
- 3. That Recommendation 7 be changed to read: “That the Out-of-Hours Team, rather than being based at a desk during night shifts, are located in the CCTV Control Room to alert operators to any issues that are being reports”.**

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

A draft copy of the review into Digital Broadcasting of Policy Overview, Scrutiny and Select Committees was tabled to the Committee for consideration.

Members commented that the report was a fair reflection of the debate at the previous meeting, and that the content of the report was good. The Committee confirmed they were happy with the report to be progressed as it is, and agreed to delegate authority to the Senior Democratic Services Manager, in consultation with the Chairman and Labour Lead Member, to make any further amendments and agree the final report.

RESOLVED: That the Committee agreed to delegate authority to the Senior Democratic Services Manager, in consultation with the Chairman, to agree the final copy of the report, prior to scheduling the report to Cabinet.

69. FORWARD PLAN

RESOLVED: That the Forward Plan be noted.

70. WORK PROGRAMME 2018/2020

RESOLVED: That the Work Programme be noted.

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Review A: Community Safety & New Policing Structures in Hillingdon

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	Draft Report – to be circulated prior to the meeting.
Ward	All

HEADLINES

The Committee has considered evidence and information with regards to the review on “Community Safety and New Policing Structures in Hillingdon”, and this information is now contained in a draft report, which will be circulated to Committee Members.

RECOMMENDATIONS:

That the Committee:

- 1. Comment on and consider the draft review on “Community Safety & New Policing Structures in Hillingdon”; and,**
- 2. Delegate authority for the drafting of the Committee’s final report to the relevant officers, under consultation with the Chairman and Labour Lead Members.**

SUPPORTING INFORMATION:

1. On 24 July 2018, approval was given to the Committee next review topic: “Community Safety and New Policing Structures in Hillingdon”.
2. At the following meetings, held on 20 September 2018, 11 October 2018, 6 November 2018 and 8 January 2019, the Committee considered evidence from various officers, and held discussions on issues related to the review.
3. This evidence, and the suggestions and discussions that took place at this meetings, have been used to shape the review, and the information is included in a draft report which is to be considered by the Committee.
4. At the previous Committee meeting held on 13 March 2019, the Committee agreed a draft set of recommendations that would be contained within the final report.
5. A copy of the draft review will be circulated to the Committee prior to the meeting.

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SELECTING A NEW REVIEW TOPIC - REVIEW C

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Luke Taylor, Democratic Services
Papers with report	None
Ward	All

HEADLINES

To provide Committee Members with information about:

1. How reviews are undertaken and ways in which Members can add value to their findings; and,
2. Potential next review topic ideas.

RECOMMENDATIONS:

That the Committee:

1. **Note the information within the report; and**
2. **Consider potential topics for Review C.**

SUPPORTING INFORMATION:

Undertaking policy reviews

Over the years, Policy Overview Committees have undertaken successful in-depth reviews of Council services and policies. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such committees engage Councillors in a wide range of Council activity and build a greater understanding about service provision to residents.

Review phases

The typical phases of a review are as follows:

1. Selection of topic
2. Scoping the review / setting out objectives
3. Witness & evidence stage (this is the main activity)
4. Draft recommendations considered / early draft of review report
5. Final report approved by Committee
6. Referred to Cabinet for consideration
7. Monitoring the implementation of recommendations once approved / amended by Cabinet at meetings, i.e. in six months

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Selecting review topics

It is always best to sound out potential review topics early on. In respect ideas of areas to review these can come from a variety of sources e.g.: Committee Members; Council officers; External partners / residents and Cabinet Members. When a Committee considers a potential review topic, we recommend running it past the following criteria as part of our scorecard (see Appendix A); i.e. topics that are:

- Resident-focused
- Under the correct remit of the Committee
- Matters the Council has influence over
- New issues
- Achievable for the Council
- Can gain wider organisational buy-in and support
- Drive improvement / efficiency
- Provide early warning or resilience for national changes
- Investigate the 'big issues' locally or nationally within Hillingdon

Witness and evidence stage

Ultimately, any Policy Overview Committee's efforts are at their best when external witnesses and residents participate, adding value to intelligence gathering and findings. In support of this, Committees have undertaken a variety of both formal and informal activity "in meetings" and "outside meetings". It is important to pull together a broad evidence based for any potential findings later on. Additionally, the ability for Councillors to bring their 'local' insight is highly valuable. Activities the Committee can undertake include:

- Surveys / social media
- Promotion of review to seek views
- Invite the relevant Cabinet Member to attend for their views
- Question key council officers
- Hold informal workshops
- Networking events, e.g. with partners
- Have closed meetings, i.e. confidential, such as social care clients
- Commission reports from council officers / externally
- Request data and intelligence on the topic
- Visits to other local authorities
- Undertake site visits within the Borough or council facilities
- Appoint experts or advisors to join the Committee throughout its review
- Selecting the best range of witnesses to get a real user / resident perspectives
- Invite national experts in their field

Whilst information will be provided to Councillors, it may be helpful when preparing for this stage of a review, that Councillors:

- Prepare their draft questions for each witness in advance;
- Read a witness bio or find out more about their organisation;

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- Do their own additional research on the topic - you may find something officers don't!
- Use their network of councillors in other local authorities to seek views;
- Tell residents at Surgeries / Ward Walks about your review, get their thoughts.

Drafting recommendations

After hearing from witnesses and receiving evidence, the Committee then will meet to pull together all the information and shape its collective findings. Any final recommendations that come to Cabinet ideally should:

- Meet the initial aims / objectives of the review
- SMART: Specific, Measurable, Achievable, Relevant, Time-bound
- Not be a short-term fix, but a lasting outcome
- Affordable or can be aligned neatly with the MTFF process
- Based on a broad evidence base as possible
- Seek to review or amend existing approved policies (as opposed to new ones)
- If publicity or wider engagement or education is recommended, to target such communications as best as possible
- Consider 'conclusions' as well as specific recommendations

Nearer this time, Democratic Services staff supporting the Committee will advise further on drafting recommendations. Throughout this process, their role is critical to the Committee, to guide Members and secure the information and witness activity that Members wish to undertake. They also draft alongside the Chairman, the final report for the Committee to consider.

Possible next review topic ideas

Below is a list of recent review topics over the last 5 years (within the Committee's revised remit) to give an example of what has already been done.

2014/15

- Corporate Complaints

2016/17

- HR Recruitment

2017/18

- Employee Induction & Retention
- Homophobic, Biphobic and Transphobic Bullying

2018/19

- Policing and Community Safety in Hillingdon

It is requested that the Committee suggest and discuss potential topics for Review C, for further consideration by the Chairman and relevant officers.

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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

Council Constitution.

Appendix A - Review topic selection scorecard

<p>Resident-focused - High impact on residents and the community, with public interest and scope for making a positive difference (whether universal or a targeted group or area, e.g. young people or a particular town centre)</p>	
<p>Correct remit - is it covered in the Committee's Terms of Reference and does it cut across into the domain of other Committees? If it does, narrow the topic or consider suggesting the Corporate Services POC considers it, or perhaps a joint Committee working group review if the respective Chairmen and Committees agree.</p>	
<p>Influence - A topic that affects residents, groups, businesses and other key stakeholders in Hillingdon and relates to a service, event or issue in which the Council is in control of, has a significant stake in or has influence over, e.g. with partners.</p>	
<p>New - A new and fresh topic preferably. One which has not previously been reviewed by a Committee in the last 2-3 years, or which is not currently being reviewed by another Committee or internally.</p>	
<p>Achievable - A good level of expertise, best practice and information is available to draw on to complete this review. Committee resources, departmental plans and organisational timings permit a successful review with positive recommendations, during the current municipal year. Is the review ToR too wide and need to be narrowed to be achievable? Will the Committee's work programme accommodate the review?</p>	
<p>Wider organisational support - A topic that is likely to receive organisational buy-in from the Committee and wider Council. Possibly support from partner organisations to add value to existing work.</p>	
<p>Drives improvement - a service or area of partnership that has been identified internally or externally that requires improvement in the medium-long term and would benefit from Members' insight. Performance risks or areas of consistent under-performance.</p>	
<p>Drives transformation and efficiency - in support of the Council's objectives, any areas where service re-modelling is under consideration in the longer-term, that with Members' insight can help to deliver future savings, efficiencies and VFM.</p>	
<p>National and local - a topic that will assist the Council in the implementation or awareness of external challenges, new legislation, national policy or the changing role of the public sector. A topic relevant to Hillingdon's residents that seeks to lobby change in national legislation, policy or practice.</p>	

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FORWARD PLAN

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

HEADLINES

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

RECOMMENDATION

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

SUPPORTING INFORMATION

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

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Upcoming Decisions

Ref

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)
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SI = Standard Item each month

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

Cabinet meeting - 18 April 2019

321	The Servicing, Gas Safety Checks and Maintenance of the Council's Domestic and District heating systems	This report seeks the authority to award a one year extension for the Gas Servicing, Safety Checks and Maintenance of the Council's Domestic (individual homes) and District Heating Systems Contract.	Various		Cllr Jonathan Bianco	RS / FD - Gary Penticost / Michael Breen		NEW	Private (3)
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Cabinet Member Decisions expected - April 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 Ray Puddifoot MBE / Jonathan Bianco / Cllr Douglas Mills / Cllr Keith Burrows	RS/FD - Louise Bateman / Jo Allen			Private (3)
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Cabinet meeting - 20 June 2019

316	Budget 2018/19 Outturn	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	FD - Paul Whaymand			Public
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The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

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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
18 June 2019	CR5
23 July 2019	CR5
19 September 2019	CR5
10 October 2019	CR5
5 November 2019	CR5
14 January 2020	CR5
4 February 2020	CR5
4 March 2020	CR5
7 April 2020	CR5

Classification: Public

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