



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  
Scott Farley  
Martin Goddard

**Date:** TUESDAY, 23 JULY 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.

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Putting our residents first

Lloyd White  
Head of Democratic Services  
London Borough of Hillingdon,  
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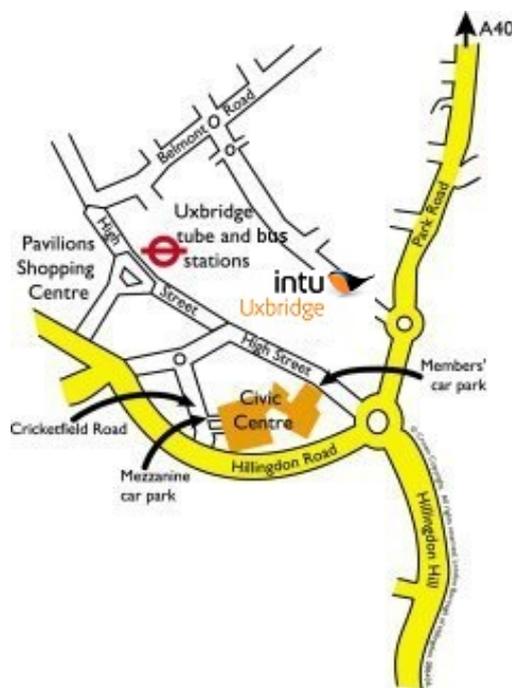
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## Terms of Reference

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

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

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

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Energy use and carbon reduction
17. Health & Safety

# Agenda

## **CHAIRMAN'S ANNOUNCEMENTS**

- 1 Apologies for absence
- 2 Declarations of Interest
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## Minutes

Corporate Services, Commerce and Communities  
Policy Overview Committee  
Tuesday, 18 June 2019  
Meeting held at Committee Room 5 - 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  
Scott Farley  
Raymond Graham

### **Apologies:**

Cllr Martin Goddard

### **Officers Present:**

Nigel Cramb, Partnerships and Business Engagement Manager  
James Rodger, Head of Planning, Transportation and Regeneration  
Luke Taylor, Democratic Services Officer

### **3. APOLOGIES FOR ABSENCE**

There were apologies from Councillor Goddard, with Councillor Graham substituting.

### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **5. MINUTES OF THE PREVIOUS MEETINGS**

**RESOLVED:** That the minutes of the meetings held on 9 April 2019 and 9 May 2019 be agreed as a correct record.

### **6. EXCLUSION OF PRESS AND PUBLIC**

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

## 7. REVIEW C: SCOPING REPORT

Members considered a draft scoping report that put forward an initial plan for the Committee's next review.

The Partnerships and Business Engagement Manager introduced the scoping report, and stated that it provided a brief overview of the local economy, which would be expanded on in the future witness sessions.

The Committee heard that there were a number of good news stories. The Central Research Laboratory was driving hardware development in the Borough, and looking to expand, while Uxbridge College is establishing one of the country's first Institute of Technology – one of only twelve in the country.

The Partnerships and Business Engagement Manager noted the large quantity of construction work currently taking place in Hillingdon, and emphasised a need to ensure that training and employment was maximised by these developments.

The Head of Planning, Transportation and Regeneration confirmed that there will be a lot of overlap between planning applications and economic development activity in the Borough, as businesses work closely with the Council to discuss potential developments.

Councillors noted their support for the review, and the format to split the review into three parts focussing on "The Big Picture", "Skills and the Future", and "The Local Picture".

Members confirmed they would like to hear evidence from the witnesses outlined in the scoping report, and also suggested potential witnesses, including the Hayes Partnership, a representative from Stockley Park, the Charter Building or the Belmont Building, Uxbridge College and Job Centre Plus. It was also agreed that at least one site visit should take place if time allows.

The Committee commented that it may be helpful to look at incentives for businesses to move into empty office developments, the decline in manufacturing within the Borough, and the potential impact that Brexit may have on the Borough. It was also agreed that a focus on the success of the apprenticeships within Hillingdon may be considered, to better understand how apprentices were being progressed into employment.

The Partnerships and Business Engagement Manager also agreed to provide information regarding the turnover of start-up businesses, the size of these businesses and their failure rates.

Councillors agreed that it would be helpful to include this information in the review, and agreed to progress the review to the next stage.

**RESOLVED: That the Committee agreed the scoping report and initiated a review into "Local Commerce, Employment, Skills and Job Creation".**

## **8. FORWARD PLAN**

The Chairman noted that the Committee's review into "Combatting Homophobic, Biphobic and Transphobic Bullying in Hillingdon" would be considered by Cabinet on 20 June 2019. Members commented that it great report and hoped that Cabinet would offer it full support, and thanked the officers that were involved in the report.

The Committee also sought clarification on the spending on temporary staff in Social Services, regarding why this money was being spent, how much had been spent, and how was the Council trying to alleviate this spending.

**RESOLVED: That the forward plan be noted.**

## **9. WORK PROGRAMME 2018/2020**

**RESOLVED: That the work programme be approved.**

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## 2020/21 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES, COMMERCE AND COMMUNITIES POLICY OVERVIEW COMMITTEE

<b>Committee name</b>	Corporate Services, Commerce and Communities Policy Overview Committee
<b>Officer reporting</b>	Gemma McNamara
<b>Papers with report</b>	N/A
<b>Ward</b>	All

### HEADLINES

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work, with regard to services within the remit of Corporate Services, Commerce and Communities Policy Overview Committee. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2020 will need to be considered.

### RECOMMENDATIONS

1. That the Committee notes the financial context in which the 2020/21 budget setting process will take place in advance of detailed savings proposals being developed and approved at Cabinet in December 2019.

### SUPPORTING INFORMATION

2. This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2020/21 and beyond. The focus of this report is the broader financial position of the Council, with the report to be considered in January 2020 setting out the detailed budget proposals for relevant services, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 12 December 2019.

#### Corporate Overview – General Fund

3. While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position. The following paragraphs outline the medium term financial position presented in the 2019/20 Budget Setting Report, approved by Cabinet and Council in February 2019.
4. The budget gap and savings requirement for the three years to 2022/23 stands at £28,467k, or 12%, of the Council's current £229,928k budget requirement after allowing for an assumed 2.99% per annum increases in Council Tax, with the budget gap front-loaded as a result of the heavy reliance on use of reserves in the current financial year.

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5. This position is expanded upon below, but in broad terms, £11,837k of the budget gap reflects 'business as usual' inflation and demand-led pressures off-set by increased funding, £8,854k is driven by capital financing costs and other investment decisions, with the final £7,776k savings effectively deferred from earlier periods through use of reserves.

**Table3: Projected Budget Gap detail**

<b>Headline MTFF Assumptions</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>Total £'000</b>
Changes in Recurrent Funding	(457)	(4,326)	(2,848)	(3,515)	(10,689)
Changes in One-Off Funding	375	7,636	0	0	7,636
Inflation	7,352	5,889	6,029	6,175	18,093
Corporate Items (90% Capital Financing Costs)	1,200	3,257	3,065	2,972	9,294
Contingency (Service Pressures)	6,207	2,545	3,006	3,090	8,641
Priority Growth	1,442	(440)	0	0	(440)
<b>Underlying Savings Requirement</b>	<b>16,119</b>	<b>14,561</b>	<b>9,252</b>	<b>8,722</b>	<b>32,535</b>

6. An uplift of £10,689k in recurrent funding is projected over the three-year MTFF period, primarily driven by an expected £10,000k uplift arising from a combination of additional investment in the local government sector from Spending Review 2019 and distributional gains from the Fair Funding Review, combined with a smaller net favourable movements across the local taxbase.
7. This uplift in recurrent funding is expected to be damped through the falling out of £7,636k one-off funding available in 2019/20, primarily relating to the budgeted £6,600k additional income available through the pilot London Business Rates Pool, which will end with the implementation of the Fair Funding Review and £1,036k of Collection Fund surpluses to be secured in 2018/19 and 2019/20.
8. Inflation represents the single largest element of the underlying savings requirement, reflecting the growing cost of maintaining current service provision, with a headline pressure of £18,093k over the MTFF period. Workforce inflation through anticipated annual 2% pay awards and an expected 0.5% per annum increase in employers' pension contributions accounts for £8,915k of this growth, with £6,656k increases on the cost of care provision where annual pay inflation of around 4% is expected to keep pace with growth in the London Living Wage. The remaining £2,522k inflation reflects other contracted expenditure, energy costs and other expenses.
9. Corporate Items, which primarily relate to the ongoing costs of financing capital investment, represent the second largest contributor to the budget gap with £9,294k growth required over the MTFF period. The £142,949k capital investment without a specific financing strategy in the current capital programme is the key driver of a £7,000k growth in debt financing and repayment costs over this three-year period, with each £10,000k capital investment requiring approximately £540k ongoing revenue support. Alongside capital financing charges and a number of minor items, £1,274k growth would be required to maintain current investment in service transformation should current powers to use capital receipts end in 2022/23 and £1,095k growth in the net cost of the Older People's Discount Scheme following one-off use of earmarked reserves in 2019/20 make up the remainder of this total.

10. Increasing demand for services linked to a growing and changing population, accounts for £8,641k of the projected savings requirement, which reflects a continuation of current trends across Waste disposal, Adult Social Care, SEN Transport and Children’s Social Care. Annual growth of approximately 5.5% in the cost of waste disposal due to a combination of population growth and price increases is expected to require £2,650k growth, with £2,576k increase in demand for Adult Social Care reflecting growing demand across the full range of care provision. Provision of £2,319k is included to manage growing demand across Children’s Services, with £1,428k uplifts on SEN Transport partially driven by the ongoing impact of the 2014 Children’s and Families Act. These specific growth items are partially offset by stepping down the level of General Contingency to £500k.
11. Taken together with the release of £440k of one-off Priority Growth allocated to Ward Budgets in 2019/20, this would result in a net increase of £32,535k in the cost of delivering services to residents. However, the reliance upon £7,776k of General Balances to deliver a balanced budget in 2019/20 increases the budget gap to £40,311k. The following table sets out the outline budget strategy presented to Cabinet in February 2019 over the three-year period 2020/21 – 2022/23 to manage this savings requirement, approved by Cabinet in February 2019.

**Table 3: Savings Requirement (February 2019) 2020/21-2022/23**

<b>Outline Budget Strategy</b>	<b>2019/20 £'000</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>3-year Total £'000</b>
<b>Underlying Savings Requirement</b>	<b>16,119</b>	<b>14,561</b>	<b>9,252</b>	<b>8,722</b>	<b>32,535</b>
Proposed Council Tax Increase	(2,684)	(3,509)	(3,689)	(3,884)	(11,082)
Approved Savings Proposals	(6,609)	259	(20)	(1)	238
<i>Proposed Savings Programme</i>	0	(14,087)	(8,543)	(5,837)	(28,467)
Unwind call on General Balances	950	7,776	5,000	2,000	N/A
<b>In-year Call on General Balances</b>	<b>(7,776)</b>	<b>(5,000)</b>	<b>(2,000)</b>	<b>(1,000)</b>	<b>(8,000)</b>
<b>Closing General Balances</b>	<b>33,863</b>	<b>28,863</b>	<b>26,863</b>	<b>25,863</b>	<b>N/A</b>

12. Inflationary Council Tax increases of 2.99% per annum have been reflected in the outline budget strategy, providing a mechanism to offset £11,082k of the inflationary growth in the cost of services, while remaining lower than the average level of growth across London since 2016/17. This additional income provides a mechanism to finance an element of inflationary and demand-led growth in cost of current service provision, reducing growth in the net cost of ‘business as usual’ to £11,837k or 42% of the budget gap. The remaining budget gap consists of £8,854k financing for local investment decisions and Priority Growth, primarily linked to capital financing costs, alongside £7,776k savings effectively deferred from earlier periods through the use of balances.

### **Corporate Overview - Other Funds**

13. The Housing Revenue Account (HRA) is subject to a statutory ringfence, with £56,186k of rental income from the Council’s social housing provision being reinvested in maintenance, improvement and expansion of housing stock. The approved capital programme includes funding to acquire 428 new dwellings over the period to 2023/24, providing a mechanism to replace an expected 300 sales of properties to sitting tenants through the Right to Buy. The

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

14. The Council receives funding for Schools' Budgeted Expenditure through the Dedicated Schools Grant (DSG), which is a ring fenced grant. The DSG funds both the delegated individual schools budget and items which the School and Early Years Finance (England) Regulations allow to be retained centrally by the Council, including Special Educational Needs, Alternative Education provision and Early Years provision.
15. As highlighted in the monthly budget monitoring reports to Cabinet throughout 2018/19, funding provided by the Department for Education through the DSG has failed to keep pace with growing demand on High Needs following the introduction of the 2014 Children's and Families Act. At the time of budget setting this was expected to contribute towards a £3,499k deficit for 2019/20, which would result in the cumulative deficit on the DSG reaching £10,880k by 31 March 2020. The Council was successful in securing authority from the Secretary of State for Education to transfer 1.6% of funding from individual schools budgets to High Needs, on a one-off basis, to mitigate the majority of the emerging pressure in 2019/20.
16. Following new direction from the Department for Education, the Council was required to submit a Deficit Recovery Plan by 30 June 2019. While the Deficit Recovery Plan outlines a comprehensive programme of activity, including investment in additional SEND provision, a significant remodelling of support for SEND across the Council's education functions and proposals around redistribution of individual schools' balances it is unlikely that this will be sufficient to mitigate the growing in-year pressure, let alone make good the cumulative deficit. This plan was jointly approved by the Council and Schools Forum, with the response supportive of the broader lobbying effort to secure additional resources from government to recognise this unfunded burden.

### **Strategy to deal with the Budget Gap**

17. The Council is well placed to respond to the on-going financial challenge, with a solid track record of delivering balanced budgets and retaining £40,344k unallocated General Balances at 31 March 2019. Over the five year period since 2015/16, the Council has successfully implemented (or in the case of 2019/20 are expected to be delivered in full) a £53,633k savings programme, responding to the combined challenges of reducing funding and growing demand for services while minimising the impact on services to Residents.
18. A thematic overview of the savings programmes for 2015/16 to 2018/19 is presented below, with the following themes continuing to form the basis of development of savings proposals for 2019/20 and future years:
  - a. Service Transformation represents the single largest category of savings, with items presented in this category primarily linked to implementation of the BID Programme;
  - b. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn and similar exercises being undertaken by Finance;
  - c. Effective Procurement savings capture the benefits secured from efficiency savings from contracted services and reviews of delivery models in a number of areas;

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- d. Preventing Demand - initiatives such as the Supported Living Programme where investment in early intervention and other support can avoid more costly intervention at a later date;
- e. Income Generation & Commercialisation proposals primarily relate to amendments to Fees and Charges; and,
- f. Changes of Responsibility & Funding Streams relates to mechanisms such as the New Homes Bonus, Troubled Families Grant and the synergies / efficiencies arising from transfers of functions to and from Local Government such as Education and Public Health.

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

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Service Transformation	(1,269)	(3,864)	(7,222)	(3,936)	(2,816)	(19,107)
Zero Based Reviews	(1,863)	(3,705)	(4,691)	(2,536)	(638)	(13,433)
Effective Procurement	(2,002)	(1,388)	(2,171)	(1,385)	(1,281)	(8,227)
Preventing Demand	(2,231)	(1,171)	(407)	(2,695)	(1,874)	(8,378)
Commercialisation & Maximising Income	(493)	(854)	(1,017)	(103)	0	(2,467)
Change of Responsibility & Funding Streams	(742)	(1,279)	0	0	0	(2,021)
<b>Savings Programme</b>	<b>(8,600)</b>	<b>(12,261)</b>	<b>(15,508)</b>	<b>(10,655)</b>	<b>(6,609)</b>	<b>(53,633)</b>

### MTFF Process Update and Timetable

19. The timetable for the budget process has been refreshed and the first MTFF sessions with Groups took place during early July to review the detailed budget proposals developed by each group. Progress on the development and delivery of these proposals will be monitored monthly by the Corporate Management Team, HIP Steering Group and the Leader of the Council throughout the remainder of the year.

**Table 3: MTFF Timetable**

2020/21 Budget Setting and Medium Term Financial Forecast	
March 2019 to February 2020	Monthly Updates to the Corporate Management Team and HIP Steering Group
July 2019	Zero Based Review of 2019/20 Budgets
	Summer Challenge Sessions
	Summer Budget Report to Members
	Budget Scoping Reports to July POCs
October 2019	Autumn Challenge Sessions

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November 2019	Autumn Budget Report to Members
December 2019	Provisional Local Government Finance Settlement
	Consultation Budget Report to Cabinet
January 2020	Public Budget Consultation
	2020/21 Budget Proposals to January POCs
February 2020	Final Local Government Finance Settlement
	Final Budget to Cabinet and Council

## Next Steps

20. The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 12 December 2019 and issued for consultation during the remainder of December 2019 and January 2020. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

21. Key issues within the remit of Corporate Services, Commerce and Communities Policy Overview will continue to be tracked through the Council's budget monitoring process, with monthly reports to Cabinet detailing the latest position and outlook for 2019/20.

## Implications on related Council policies

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

## How this report benefits Hillingdon residents

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

## Financial Implications

None at this stage.

## Legal Implications

None at this stage.

## BACKGROUND PAPERS

The Council's Budget: General Fund Revenue Budget and Capital Programme 2019/20 – reports to Cabinet 14 February 2019 and Council 21 February 2019.

The Council's Budget: 2019/20 Revenue and Capital Month 2 Budget Monitoring – report to Cabinet 25 July 2019

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## REVIEW C: LOCAL COMMERCE, EMPLOYMENT, SKILLS & JOB CREATION

<b>Committee name</b>	Corporate Services, Commerce and Communities Policy Overview Committee
<b>Officer reporting</b>	Nigel Cramb, Partnerships & Business Engagement Manager
<b>Papers with report</b>	None.

### HEADLINES

This report provides the Committee with baseline information regarding the Borough's economy, and will highlight some of the strengths, weaknesses, threats and opportunities in Hillingdon's economy. Two witnesses are currently confirmed for this meeting: Rebecca Selby and Richard Upton from U+I.

### RECOMMENDATIONS:

**That the Committee note the evidence heard at the witness session.**

### SUPPORTING INFORMATION

At the scoping meeting for this review, the Committee received baseline information on the Borough's economy. This is reprinted to provide context for the additional narrative.

**Hillingdon's Business Base** - the March 2018 NOMIS figures from the Office for National Statistics show that Hillingdon's business community stood at 15,315. This is the total number of businesses in Hillingdon, including the Borough's retail sector. The makeup of Hillingdon's business community in terms of number of employees can be seen below (a comparison the business sector statistics for Hounslow and Harrow boroughs are included, as well as a comparison with 2015 figures):

Business type	Hillingdon		Hounslow		Harrow	
	2015	2018	2015	2018	2015	2018
Micro (0-9 employees)	11,380	13,035	11,795	12,940	12,160	14,340
Small (9-49 employees)	1,565	1,675	1365	1390	950	975
Medium (49 - 249 employees)	475	605	365	370	170	170
Large (250+ employees)	100	105	80	75	20	15
	<b>13,520</b>	<b>15,315</b>	13,605	14,775	13,300	14,775

From the NOMIS figures, there are a number of issues worthy of note. Whilst Hillingdon has a healthy business base in terms of the numbers of businesses, it also has a good balance in terms of business size and the range of employment. Like Hounslow and Harrow, Hillingdon has a solid micro business base, which makes up the bulk of our economy, but unlike Harrow and Hounslow, Hillingdon also has a strong large business base.

As is to be expected with such a quantum of businesses, the range and diversity of business activity in Hillingdon is significant. Whilst it is to be expected that a Borough with two airports and excellent road and rail connections, the logistics, transport and storage sector is strong. However, the Professional Scientific and technical sector, and the service sectors are also both major

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employers. It comes as little surprise that as a consequence of having such a broad based economy, Hillingdon has one of the lowest Job Seekers Allowance levels in London. Furthermore, Hillingdon supports a jobs density ratio of 1.05 (ratio of total jobs to population). Outside of central London, Hillingdon has the highest concentration of large employers or corporate headquarters.

**Business start-ups in Hillingdon** - Latest information on business start-ups shows the healthy growth but down from a peak in 2016 (as seen to the right).

Year	Number of Start-ups
2015	2,811
2016	2,911
2017	2,550
2018	2,511

At the scoping meeting, members asked for additional information on the types of businesses being established. An analysis of the Borough start-ups over 2018 and up to May 2019 revealed that the most prevalent business start-up sectors were:

- Real Estate;
- Wholesale/Retail;
- Construction; and,
- Transport.

In terms of wards, the most consistent wards in terms of start-ups are as follows:

- Townfield;
- West Ruislip; and,
- Northwood Hills.
- Closely followed by West Drayton and Botwell wards.

These figures are based upon residents / businesses opening commercial business accounts with the main high street banks.

**JSA claimant levels** are traditional indicators of how economies are doing. In Hillingdon, as previously reported, the levels of Hillingdon residents without a job remain low. The figures from September 2018 figures showed claimant levels at just 2,555. December 2018 figures were at 2,645, or 1.3% of Hillingdon's working age population. The London and national averages remain higher at 2.4%.

The latest available figures from May 2019 record 3,830 claimants. Whilst this is a small increase on previous figures, it is still only 1.9% of the Borough's working age. This compares to a London and UK average of 2.7%.

The latest Employment Support Allowance figures (ESA – the benefit which has replaced Incapacity Benefit) are not published as frequently as the JSA figures, but the latest figures from May 2019 stand at 7,910. May 2018 show claimants numbers of 7,510.

## **Brexit**

At the scoping meeting members asked for a view as to how the issue of the UK leaving the European Union was affecting business. Despite the continued speculation in the press, and considerable anecdotal evidence as to the impact of Brexit, there is very little local evidence.

In the months following the vote to leave the EU, West London business the regional Chamber of Commerce undertook a survey of its membership. Whilst the responses are now some two years

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old, the following headline concerns would still seem to be relevant based upon concerns expressed by the CBI (Confederation of British Industry):

- Difficulties in recruiting key and qualified staff from other European countries;
- Increasing challenges in terms of exporting and importing goods; and,
- There were concerns specifically relating to securing workers for the construction sector.

There has been a noticeable drop in the number of 'major planning applications being submitted but whilst the uncertainty over Brexit might be having an impact on planning applications it is equally as likely that the reduction is due to the delays in the completion of the Elizabeth line (Crossrail development).

## **Opportunities and Challenges**

One of the questions asked at the Committee's scoping meeting was "how is the Hillingdon economy performing?" Without commissioning an in depth study, it is not an easy question to answer. Even if the Council were to have commissioned a study, much economic data is open to being interpreted in a number of ways. Hillingdon's economy is best described as complex and forever evolving. Its performance can be viewed and interpreted on a range of levels.

## **Strengths**

- Hillingdon has consistent low levels of JSA claimants;
- There are high levels of job vacancies. It has more jobs than residents seeking employment;
- There is a consistent level of business activity, as can be seen by the number of businesses in the Borough. Whilst the majority of in work residents are employed by small and medium enterprises, Hillingdon has significant numbers of large (250+ employees) corporate organisations and certainly many more than the other West London boroughs;
- Heathrow airport is situated in the Borough. This means that there are always going to be job opportunities (a study in 2013 estimated that Heathrow generate 84,000 jobs, both in the airport and commercial concerns associated with Heathrow). Companies continue to be keen to locate near to Heathrow;
- There is ongoing investment in many sectors of the local economy. Many of the residential developments contain commercial elements in their design. Additionally, there is considerable interest from the providers of 5G and full fibre broadband technology in Hillingdon;
- High profile, high quality, educational establishments are situated in Brunel University, HCUC (formerly Uxbridge College) and New Bucks university. These organisations serve to secure resources and new training and employment opportunities for our residents;
- The way people work is changing; shared space and flexible office accommodation is becoming increasingly popular and the Borough is well served with this type of accommodation; and,
- Hillingdon is starting to attract new innovation such as the Central Research Laboratory, and there are potential new commercial sectors such as the film industry.

Based on the above highlights, Hillingdon's economy is buoyant. The Information in the scoping document supports this assumption.

## Challenges

- There is pressure on employment land from residential development. The financial returns from residential development are, in the short term, much more attractive and this may well have longer term impacts for residents seeking local employment;
- The conversion of office to residential accommodation under the Governments 'prior approval' legislation has had a significant impact in the Borough's office accommodation offer;
- The growth of more attractive employment destinations. Hillingdon's office sector is facing significant competition from new office developments in Chiswick, Hammersmith and also the new White City developments;
- The global nature of investment is also having an impact. Decisions on where to invest in London are increasingly being taken by non-UK based management. The long-term associations that businesses have for particular towns and areas are being superseded by real estate price and attractiveness in terms of workforce recruitment;
- The shift within the economy to more automation and use of technology in key employment areas, such as aviation and logistics will potentially lead to a decline in employment numbers. Hillingdon has traditionally benefitted from a proliferation of relatively well-paid jobs that do not require anything above entry level qualifications. When technology changes, residents with the lower skills levels tend to be more vulnerable;
- The Borough has growing number of ESA claimants (those seeking work but facing additional barriers to employment such as health / disability challenges; and,
- Continuing uncertainty caused by the Brexit issue. Whilst difficult to quantify the impact until the issue is resolved, investors will continue to be cautious.

When taking these issues into consideration, it could portray a different view of Hillingdon's economy, one of an economy with some challenges going forward.

As ever, the truth about the performance of Hillingdon's economy lies somewhere between the two viewpoints of the economy.

## 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.

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Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 23 July 2019

## FORWARD PLAN

<b>Committee name</b>	Corporate Services, Commerce & Communities Policy Overview Committee
<b>Officer reporting</b>	Luke Taylor, Democratic Services
<b>Papers with report</b>	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 15<sup>th</sup> 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 - 25 July 2019

033	<b>Procurement of 27 Caged Tipper vehicles</b>	Cabinet will consider the purchase of 27 Caged Tipper vehicles to replace the existing hired vehicles. In line with the Council's vehicle replacement strategy, this will reduce costs and better manage vehicle availability.	All		Cllr Jonathan Bianco	RS - Stephen Gunter		NEW	Private (3)
034	<b>Supply of Tree Maintenance Services</b>	This report seeks Cabinet authority to accept a tender for the supply of Tree Maintenance Services. The proposed contract is for 3 years with the possibility to extend by a further 2 years, subject to further Member agreement.	All		Cllr Jonathan Bianco	RS / FD - Stuart Hunt / James Patterson		NEW	Private (3)
029	<b>Supply of horticultural tools and machines</b>	This report seeks Cabinet authority to accept a tender for the supply of horticultural tools and machines. The proposed contract is for 2 years with the possibility to extend by a further year, subject to Member agreement.	All		Cllr Jonathan Bianco	RS / FD - Robert Cox / Alison Mayo			Private (3)
014	<b>Appointment of contractor and release of funds for Tranche 7 Housing Development</b>	Cabinet will consider the appointment of contractor and release of funds for Tranche 7 Housing Development. This will be on Nelson Road, Hillingdon Heath.	Hillingdon East		Cllr Jonathan Bianco	RS - Michael Naughton / Neena Singh			Private (3)

## Cabinet Member Decisions expected - July 2019

009	<b>Appointment of a building works contractor for the housing development at the Maple and Poplar Day Centre sites.</b>	This report seeks approval to appoint a works contractor to build the housing development at the former Maple and Poplar Day Centre sites, extend the consultants appointment for this construction stage as well as the release of capital funds for the construction works and associated costs. Delegated authority to the Leader and Cabinet Member has previously been granted by Cabinet to progress the necessary decisions on this project.	Yeading		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	RS - Jenny Evans / Bobby Finch		Def	Private (3)
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010	<b>Appointment of a building works contractor for the housing development at the former Willow Tree Depot site.</b>	This report seeks approval to appoint a works contractor to build the housing development at the former Willow Tree Depot site, extend the consultants appointment for this construction stage as well as the release of capital funds for the construction works and associated costs. Delegated authority to the Leader and Cabinet Member has previously been granted by Cabinet to progress the necessary decisions on this project.	Yeading		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	RS - Jenny Evans / Bobby Finch		<b>Def</b>	Private (3)
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### AUGUST 2019 - No Cabinet Meeting - Cabinet Member decisions expected:

032	<b>Appointment of Contractor for Libraries Refurbishment Programme</b>	This report will seek approval for the appointment of a works contractor to carry out refurbishment works on the Council's 17 libraries as well the release of funds for the works and other associated costs. This report will be submitted during August, in the absence of a Cabinet meeting, to the Leader of the Council and Cabinet Members for approval.	All		Cllr Ray Puddifoot MBE, Cllr Jonathan Bianco, Cllr Richard Lewis	RS - Bobby Finch		<b>NEW</b>	Private (3)
018	<b>Environmental Enforcement Service Contract</b>	This report will consider awarding a contract for the continued provision of an environmental enforcement service on behalf of the Council. This report will be submitted during August, in the absence of a Cabinet meeting, to the Leader of the Council and Cabinet Members for approval.	All		Cllr Ray Puddifoot MBE, Cllr Jonathan Bianco / Cllr Douglas Mills	RS / FD - Nathan Welch / Allison Mayo		<b>Def</b>	Private (3)
002 a	<b>Hillingdon Drone Policy</b>	Subject to Cabinet approval to consult on a new Drone and Small Unmanned Aircraft Policy and amended Public Space Protection Orders in May, the Leader of the Council will consider the outcome of stakeholder consultation and determine the approval of any new policy.	All		Cllr Ray Puddifoot MBE	CEO / RS - Mark Braddock & Raj Alagh / Paul Richards	Airports, relevant local organisations and statutory consultation for changes to PSPOs		Public

### Cabinet meeting - 12 December 2019

026 a	<b>The Council's Budget - Medium Term Financial Forecast 2020/21 - 2024/25 BUDGET &amp; POLICY FRAMEWORK</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2020/21 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	20-Feb-20	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers		Public
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## WORK PROGRAMME 2018 - 2020

<b>Committee name</b>	Corporate Services, Commerce and Communities Policy Overview Committee
<b>Officer reporting</b>	Luke Taylor, Democratic Services
<b>Papers with report</b>	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:

<b>Meetings</b>	<b>Room</b>
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	CR6
4 February 2020	CR5
4 March 2020	CR6
7 April 2020	CR5

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 23 July 2019

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# Multi year work programme

Corporate Services, Commerce & Communities

2020

Meeting Month Date	June 18	July 23	September 19	October 10	November 5	January 14	February 4	March 4	April 7	May Cabinet
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## 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

CABINET

X

## REVIEW C: Local Commerce, Employment, Skills & Job Creation

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

Scoping report

Witness Session 1    Witness Session 2    Witness Session 3

Findings

Final Report

CABINET

## Regular business items

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

		X																	
			X																
				X						X	All POCs								
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

## One-off business items

- Biennial Safety Review - Sports Grounds
- Officer Report - Community Cohesion
- Officer Report - Enforcement Actions
- Future Review Topics

X

X

X

X

## Past review monitoring

- Recruitment
- Homophobic, Biphobic & Transphobic Bullying
- Broadcasting of Policy Overview, Scrutiny & Select Committees on YouTube
- Local Policing & Community Safety in Hillingdon

X

X

X

X

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