



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, 5 NOVEMBER
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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Terms of Reference

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

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

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

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

Agenda

CHAIRMAN'S ANNOUNCEMENTS

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Minutes

Corporate Services, Commerce and Communities
Policy Overview Committee
Thursday, 10 October 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)
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon
Scott Farley
Lynne Allen
Steve Tuckwell

Apologies:

Councillors Lindsey Bliss
Martin Goddard

Officers Present:

Nigel Cramb, Partnerships and Business Engagement Manager
Ian Anderson, Business Manager, Complaints and Enquiries
James Rodger, Head of Planning, Transportation and Regeneration
Ross Forsyth, Regulatory Services Officer
Luke Taylor, Democratic Services Officer

Also Present:

Dr Darrell DeSouza, CEO and Group Principal at HCUC
Mr Neil Impiazzi, Partnership Development Director at SEGRO

18. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Lindsey Bliss and Martin Goddard, with Councillor Lynne Allen and Steve Tuckwell.

19. DECLARATIONS OF INTEREST

Councillor Lynne Allen declared a personal interest in Item 5, as a member of the Hayes Town Partnership.

20. MINUTES OF THE MEETING HELD ON 23 JULY 2019

RESOLVED: That the minutes of the meeting held on 23 July 2019 be agreed as a correct record, subject to the following alteration:

1. That “The Head of Planning, Transportation and Recycling confirmed that the benefit from the project was huge, with more jobs provided than were ever envisioned, and this was a huge difference, in comparison with other mixed-used sites in the Borough” replace the paragraph that stated “The Head of Planning, Transportation and Recycling confirmed that the benefit from the project was huge, with thousands of jobs provided - more than ever envisioned - and this was a huge difference, in comparison with other mixed use sites in the Borough”.

21. EXCLUSION OF PRESS AND PUBLIC

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

22. REVIEW C: LOCAL COMMERCE, EMPLOYMENT, SKILLS AND JOB CREATION

Dr Darrell DeSouza, CEO and Group Principal at Harrow College and Uxbridge College (HCUC), and Mr Neil Impiazzi, Partnership Development Director at SEGRO, were in attendance at the meeting to give evidence to the Committee.

Dr DeSouza noted that while he started his role in August, he had been a long-standing part of Uxbridge College as Vice-Principal, and was a resident of the Borough. The Committee was informed that Further Education was now starting to be recognised for its role in skills, and one of the recent examples of this was the forthcoming introduction of the new Technical Level (T-Level) exams.

The Uxbridge College (UC) has had a very good record for over ten years or more, and this is largely due to the breadth and width of the curriculum offered, with varied levels to suit the student.

The Committee heard that 70% of higher education learners at HCUC were in the subjects of science, technology, engineering and mathematics (STEM), but there was a significant variety in levels of education at the colleges. Dr DeSouza noted that the aim of HCUC was to re-engage a very diverse number of students with education and help them with their career progression, and the investment in the campuses had helped provide a great environment for students to learn in.

Members were informed that, in addition to the College’s standard academic, vocational and technical provision, they also provided T-Levels (via a pilot scheme), higher T-Levels through the Institute of Technology (IoT) apprenticeship reform, and various projects in partnership with the Brunel University, the Borough’s commercial sector, and Hillingdon Council.

Dr DeSouza commented that HCUC would be part of the first tranche pilot for T-Levels in 2020/21, which would offer T-Levels in Digital and Early Years Education, with a planned expansion in 2021/22, which included a bid for four more subjects:

Science – Lab Technician, Healthcare Science, Pharmacy Services, and 2nd Digital T-Levels. These T level schemes, when fully rolled out, would offer specific employment focused qualifications in 15 sector areas. The T levels would require substantial employment placements to aid workplace skills, offering 45-60 day placements to help make students ready for work. Furthermore, there was a planned pilot transition program to build a pipeline for Level 2 learning.

Councillors heard that the Department for Education had awarded HCUC permission to establish one of twelve IoTs in the UK, in partnership with Brunel University London and major employers, Fujitsu and Heathrow. The IoT would be based in STEM provision, with over 3,000 learner enrolments. HCUC supported this drive for high value higher technical skills to begin changing the national mind-set regarding non-degree options in education, and would focus on Level 4 and 5 higher technical qualifications, including apprenticeships, with a small percentage at both Level 3 and Level 6 (degree) level.

The IoT aimed to target under-represented groups in order to gain wide participation, and are looking to use a dynamic process to construct the program by encouraging employers and specialists to engage with HCUC.

Responding to questioning from Members, Dr DeSouza noted that the nature of the STEM subjects provided meant that full-time students were predominantly male. Although efforts were being made to encourage females into these subjects, some of this gender imbalance in subjects comes from early age mind-sets and stereotypes, and this also resulted in other subjects such as health and beauty being predominantly female. However, Dr DeSouza did note that HCUC was hoping to tackle these stereotypes and rebalance mind-sets on the issue.

The Committee asked whether HCUC focused on preparing students for work and interviews, and were informed that there was an expectation that all students would receive careers advice and help with CV production. Members also heard that HCUC have a childcare provision, and the college were committed to supporting parent learners to enable them to participate and complete courses.

Dr DeSouza confirmed that HCUC wanted to involve employers in their programs, and this would take place in a number of ways, including helping to design the program or assessment panels, among others. A number of employers also liked the idea of employer champions for programmes, and this has led to interest from employers, although interest has largely been drummed up by the HCUC approaching employers to widen the net.

Members were informed that HCUC supported students with learning difficulties, and this could include anything from an internship, appropriately sourced work experience that suited the level of engagement required, work placement coaches, or work in the student shop to help those students who needed a higher level of support. The Committee heard that most students with extra needs were on the usual vocational programs, and the courses aimed to develop their skills while they learned at HCUC, but others went on to further studies or apprenticeships.

The Committee asked how the Council may be able to help HCUC, and Dr DeSouza stated that it would be helpful to encourage businesses understand that HCUC was providing agendas to get students ready for work, and it was worthwhile to take a chance on young people.

Responding to questioning, Dr DeSouza confirmed that HCUC liaised constantly with local schools to get their messages out, and while this would help to identify future students from schools and academies, more could be done and this could be something that the Council may be able to help with. Dr DeSouza noted it was often the case that learners came to HCUC after trying something different that they decided was not for them, and by approaching students before this they would be able to prevent any wasted years for students. It was also important to get this message out to students, as the default mind-set in the UK is for young people to study and take GCSEs and A-Levels, whereas new exams such as T-Levels may be ideal, but a recent study found that only 27% of those questioned even knew they existed, which suggested further promotion of the qualification was required.

Mr Impiazzi addressed the Committee and stated that SEGRO was a developer of warehouse and industrial property throughout Europe, which started in Slough over a century ago, and now had 1,150 customers. SEGRO builds large industrial warehouses up to one million square feet, urban, light industrial business parks, and airport-related properties. Mr Impiazzi commented that West London continued to be a key area for the company, and that SEGRO had holdings in Uxbridge and West Drayton.

The Committee heard that SEGRO support a lot of different sectors which major customers and well-known brands, but also through the supply-chain to these customers.

Members heard that one of SEGRO's first partnership projects in Hillingdon was the Bosch Training Centre. Mr Impiazzi advised that the Council's pragmatic approach to the project, which allowed a change of use on the site, helped to secure both a Premier Inn and Beefeater Restaurant on the Riverside Way site south of the town centre. This facility not only supported the Bosch development but assisted other companies in the Uxbridge area.

Councillors were informed that SEGRO continued to support opportunities for local people, either through work experience or paid employment, through their schemes. Mr Impiazzi explained that the experience gain in working in Hillingdon was invaluable in terms of assisting SEGRO's overall approach to employment. In the Stockley Close development, for example, SEGRO had previously just paid travel expenses for those on work experience, but as a result of that development, SEGRO now have a policy of paying a salary to those people who are on work experience.

Mr Impiazzi noted that it was a difficult time for employment space providers in London due to homebuilding, and the de-designating of industrial land for housing failed to recognise a demand for services and industry. As such, new, more sustainable approaches to the delivery of employment space had been required. As a result of this new approach, there has been an increase in multi-storey industrial

schemes, electrical vehicles, low-carbon schemes, renewable energy, “smart” buildings and cities and the transformation of existing buildings.

The Committee heard that multi-storey industrial schemes unlocked urban areas, and while the costs associated with ramps were high, the schemes created more floorspace on the plot.

Mr Impiazzi commented that opportunities to drive innovation were a necessity, and it was important to focus on the next generational skills, with one way to do this by focusing on a digital agenda. This agenda must inspire young people, and it is helpful to work alongside schools to give students exposure to opportunities and look at career path options.

Mr Impiazzi stated that “smart cities” technology was becoming more popular, and these created both sustainable places to live and work. Innovative land use, such as that that has taken place at the former Nestle Site in Hayes, was, in Mr Impiazzi's view, the future. At the Nestle Site, London’s first industrial housing scheme was agreed, including a business park and 1,300 homes, with 35% affordable housing and a green space for all local residents, and not just those who lived on the site. The project delivered both homes and jobs together, and due to good design, can reduce issues such as noise and traffic. Members also heard that the employment park would be completed next year, but the first phase of housing is already complete, though it would take over six years to be fully delivered. Mr Impiazzi stated he was very grateful for the support from the Council in the project, and that the scheme, considering its size, did not receive many objections from residents. The Committee heard that this was a project that both developer and the Council should be proud of.

The Committee were informed that SEGRO acquired the site and planned the scheme, before taking it to the market and, once the planning application was approved, the site was sold, in this case to Barrett Homes. Furthermore, due to funding from the Mayor’s Office, 40% affordable housing was now included in the scheme, which included a mixture of homes and tenures, with high environmental credentials. The Head of Planning, Transportation and Regeneration added that SEGRO were very positive on air quality issues, and had strong electric charging initiatives and green credentials.

Responding to Councillors’ questioning, Mr Impiazzi confirmed that SEGRO was still building smaller warehouse units, down to the size of 500 square foot, but the decision to build larger commercial units was based on what the market demanded. Mr Impiazzi commented that SEGRO wanted to be known for creating thriving locations, regardless of size.

Members questioned whether there could be a better use of the canals in the Borough, and heard that, and heard that SEGRO were going to look at the use of the Thames first, but seriously conversations were taking place about how to deliver sustainably to a city of London’s size. Mr Impiazzi noted that electric vehicles provided cleaner air but continued to cause congestion, so different means to deliver goods were being considered, and water or rail networks could both be alternatives, and the Thames was definitely underutilised.

Mr Impiazzi noted that in most cases, the construction phase of projects can be very quick. Some developments are prefabricated buildings, as a lot is constructed off-site elsewhere, and this increases green credentials as very little is built on-site.

The Committee heard that during the construction phase of a project every vacancy was advertised locally by SEGRO, via Job Centre Plus. Local schools are engaged to speak to young people about construction career opportunities too. SEGRO also offered paid work experience, and those young people who take paid work experience with SEGRO are also given their kit and allowed to keep this at the end. SEGRO were keen to support local supply chains and assist local business secure contracts on their sites.

Members were informed that for every phase of the Nestles development, SEGRO had committed funding to ensure that local people had the opportunity to secure employment. SEGRO would be working with the sites end users and the HCUC to ensure that local people had the skills required to compete with the employment opportunities created on the Nestles site. Furthermore SEGRO committed to guarantee an interview to everyone who meets the basic criteria for a job. It was noted that this went above and beyond S106 requirements. In addition to this, community funds are made available through S106 agreements, with up to £10-15k available each year to invest in local community projects. The Head of Planning, Transportation and Recycling confirmed that with regards to the Nestle site, S106 money was tied up in local elements by some 25 separate Heads of Terms, with most of this money reinvested locally.

Councillors asked whether SEGRO felt greater social responsibility following the collapse of Carillion, and Mr Impiazzi commented that this was devastating on the sector, particularly to suppliers and employees. The Committee were informed that SEGRO always looked to work with local communities, and were investing in areas of deprivation and looking after local communities, something that was helped by a strong working relationship with local authorities. Mr Impiazzi noted that this was part of SEGRO's DNA, and they were very proud to push this point, as they wanted to be known as a transformative business for local residents.

Members heard that SEGRO would like to do more in Hillingdon, and the Committee agreed that the Council must work out how businesses in the Borough can continue to collaborate more to create opportunities for local communities.

The Committee thanked both Dr DeSouza and Mr Impiazzi for their evidence, and agreed to continue the review to its next phase.

RESOLVED: That the Committee noted the evidence heard at the witness session.

23. SPORTS GROUND SAFETY REVIEW

The Regulatory Services Officer introduced the report regarding Safety at Sports Grounds.

The Committee were informed that the Local Authority develop a relationship with those clubs that do not require safety certificates at their grounds to ensure they still have a high level of safety, but this can be tough for clubs where funds are very limited. Members heard that there were two stands in the Borough which required safety certificates, and these were situated at Hayes and Yeading FC and the Gaelic Athletic Association.

Councillors noted that there were often not a huge number of fans at these stands, but on some occasions, the GAA would be very busy on event days. The GAA stand was granted a limited safety certificate for 1,200 people in May, but this had since been reduced to 600 people, and then again to zero people due to non-compliance.

Responding to Councillors' questioning, the Regulatory Services Officer confirmed that the Council worked with operations managers at these grounds to build a relationship, and in the case of the GAA, a traffic management plan would be built into the new safety certificate.

Members also heard that the Council did not contribute to private clubs, and as such the clubs built off their own back, and in some cases, with grants from the Football Association, which would be used to improve grounds. In the case of Northwood Football Club, there was now access to the Chrysalis Fund, which may have an impact on the club.

The Committee commented that the current number of inspections were suitable, and this should continue for the next two years.

RESOLVED: That the Committee:

- 1. Considered and noted the report regarding Safety at Sports Grounds; and,**
- 2. Recommended to the Cabinet Member for Community, Commerce and Regeneration that the same level of inspection is maintained during 2019/20 and 2020/21 for all sports grounds.**

24. ANNUAL COMPLAINTS AND SERVICE UPDATE REPORT

The Business Manager for Complaints and Enquiries introduced the report which provided information and analysis of complaints and Members' Enquires received between 1 April 2018 and 31 March 2019 for services that fall under the remit of the Corporate Services, Commerce and Communities Policy Overview Committee.

Councillors were informed that the complaint numbers remained largely the same as previous years, and there had also been 142 compliments received from residents, although it was expected that this figure would go up in time. There was also a significant increase in Members' Enquiries, although those regarding Residents Services dwarfed all the other departments.

The Business Manager for Complaints and Enquiries noted that there were 837 Stage 1 complaints, and 85 of these were considered by the Local Government Ombudsman, although only ten of these were upheld, which suggested that the

Council was getting decisions right in the vast majority of cases. The Committee heard that, in comparison to other local authorities, Hillingdon Council were doing well, although it was noted that neighbouring Boroughs such as Harrow and Hounslow do not publish their complaints figures.

Members heard that the bulk of complaints were contained in the report which was considered by the Social Care, Housing and Public Health Policy Overview Committee, and asked that this be shared with the Committee.

The Committee noted that while there were a number of compliments received, most were received from email, although some were received on cards or letters. Members stated that there was a lot of good feedback received by Group Leaders, and asked whether these comments should be passed on to the Complaints and Enquiries Department, and were informed that this would be very helpful. Councillors noted that in the future they would ask that any feedback received by Group Leaders be passed on to Officers.

RESOLVED: That the Committee noted the contents of the annual complaints report.

25. FORWARD PLAN

The Committee noted that there was a shortage of social housing, and questioned why the Council was disposing of The School House. The Democratic Services Officer noted that officers would be approached to provide a response to this question.

RESOLVED: That the Committee:

- 1. Noted the Forward Plan; and,**
- 2. Ask officers to clarify the reasoning behind the decision to dispose of The School House, Hayes.**

26. WORK PROGRAMME 2018/2020

RESOLVED: That the Committee noted the work programme 2018 – 2020.

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

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Nigel Cramb, Partnerships & Business Engagement Manager
Papers with report	None

HEADLINES

This report provides the Committee with information on the Committee’s meeting in October, and background information for the witness session that will take place at this meeting.

The witnesses that will be attending this meeting are Mr Mike Langan, Chairman of Hillingdon Chamber of Commerce, and Mr Jonathan Seymour, Treasurer of Hillingdon Chamber of Commerce.

RECOMMENDATION

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

SUPPORTING INFORMATION

At the last meeting, the Committee heard evidence from Dr Darrell DeSouza, CEO and Group Principal at HCUC, and Mr Neil Impiazzi, Partnership Development Director at SEGRO. The meeting focused on how educational facilities and qualifications were increasingly used to provide employers with a skilled, job-ready workforce, and students with a clear route to technical employment. The Committee also heard from SEGRO, one of the Borough’s biggest providers in employment facilities.

Small Business

Whilst SEGRO tends to provide facilities which host large commercial enterprises, (companies employing more than 250 employees are classed as large), the bulk of Hillingdon’s economy is made up of micro, small, and medium-sized enterprises. As well as making up the majority of Hillingdon business, they are also the largest employment providers.

Table 1, detailed below, highlights the structure of Hillingdon’s business sector:

Business description	Number of Employees	2018 figure
Micro (0-9 employees)	0 – 9	13,035
Small (9-49 employees)	10 – 49	1,675
Medium (49 - 249 employees)	50 – 249	605
Large (250+ employees)	250+	105
Total		15,315

Hillingdon Chamber of Commerce

This witness session focuses on the Borough's small and medium enterprises, and the Committee will be hearing evidence from Mike Langan, Chairman of Hillingdon Chamber of Commerce, and Mr Jonathan Seymour, Treasurer of Hillingdon Chamber of Commerce, on both the work of the Chamber and some of the challenges faced by the Borough's small business sector.

The Chamber representatives will also be talking about the support the Borough's small businesses can expect from the forthcoming local supply chain initiative, which Mr Impiazzi discussed at the Committee's last meeting on behalf of SEGRO.

In addition to the Chamber's other activities and events supporting the Borough's business sector, the Committee will also hear about the annual Hillingdon EXPO – a unique, free event that brings together Hillingdon businesses and encourages networking, collaboration and trading. The sixth annual event, scheduled for May 2020, is now being organised by the Chamber with support from the Council, Brunel University and a range of Hillingdon businesses.

Town Centre Improvements

One of the ways the Council actively supports the Borough's small business sector is via its town centre improvement and shop front grants schemes. These have been successfully delivered in various parts of the Borough, including Ruislip Manor, Harefield and Hayes.

The appearance and quality of shop fronts are vital for attracting customers in and around town centres, increasing sales and investment, and contributing to the unique character and vibrancy of the local parade.

Since first piloting in Hayes Town Centre in 2011, Hillingdon Council's Shop Front Grant Scheme has gone from strength to strength, and with over 227 small independent businesses now benefitting, the scheme is widely regarded as one the most successful of its kind in the UK.

High streets are more than just centres for retail. They are where residents, across all age groups, may live, work, access a wide range of goods and services, and socialise. The appearance and quality of shop fronts are vital for attracting customers, increasing sales and contributing to the character and vibrancy of high streets.

For small businesses, the shop front grant and professional design advice provides a practical and economical way of attracting new customers and boosting takings. The scheme has now been rolled out concurrently within Ruislip Town Centre and local parades at Kingshill Avenue and Hayes End, Uxbridge Road, with some further 80 – 90 small businesses expected to participate over the next thirty months, up to March 2020.

Business Start-Ups

At the Committee meeting held on 18 June 2019, information was considered relating to business start-ups in the Borough. Arising out of this discussion, Members asked for an update further into the review, and whether information was available on business failures. The following section outlines this information.

Business start-ups in Hillingdon remain consistent, and Table 2, detailed below, sets out the latest information available.

Table 2: Business Start-Ups in Hillingdon (Data to August 2019)

Date	Start-ups in Hillingdon	Limited Companies	Sole traders / Partnerships	Non-profit organisations	Start-ups across London
March 2019	212	177	28	7	7,799
May 2019	206	169	34	3	7,617
August 2019	196	159	29	8	6,095

On average, limited companies account for approximately 82% of all start-ups, with sole traders being 13.3%.

In Hillingdon, 196 new businesses started up in August 2019; thirty fewer than the previous month, and four fewer than in August 2018. West Ruislip ward saw the most start-ups, while Harefield ward saw the least.

Hillingdon accounted for 3.2% of all start-ups across London.

Year to Date Achievement (to August 2019)

There were 1.7% fewer business start-ups in Hillingdon during the first eight months of this year, compared with the corresponding period of last year, according to the latest data from a BankSearch survey. This growth rate ranks Hillingdon at 189 out of the 326 English districts.

The top three sectors, accounting for approximately 64% of start-ups, are:

- Real estate, professional and support services;
- Wholesale and retail; and,
- Construction

Business Survival

According to the Small Business Association (SBA), 30% of new businesses fail during the first two years of being open, 50% during the first five years, and 66% during the first ten.

The figures below, detailed in Table 3, broadly corroborate these findings, although the two-year survival rate in Hillingdon appears slightly stronger.

Table 3: Business Survival Rates in Hillingdon

Year	Start-Ups	Survival Rates				
		1 Year	2 Year	3 Year	4 Year	5 Year
2011	1,520	1,445 (95.1%)	1,165 (76.6%)	925 (60.9%)	770 (50.7%)	690 (45.4%)
2012	1,495	1,380 (92.3%)	1,110 (74.2%)	895 (60%)	780 (52.2%)	-
2013	1,920	1,795 (93.5%)	1,440 (75%)	1,175 (61.2%)	-	-
2014	2,075	1,935 (93.3%)	1,600 (77.11%)	-	-	-
2015	2,310	2,105 (91.1%)	-	-	-	-
Average	1864	93.06%	75.72%	60.7%	51.45%	45.4%

Reasons for Business Failure

Business start-up and survival rates in Hillingdon are broadly comparable to those of some surrounding Boroughs, for example, Richmond, Harrow and Hounslow are in keeping with sector indicators from organisations such as the SBA.

If business survival rates at year two in Hillingdon are compared against the SBA figures, Hillingdon's survival rates are higher, i.e. we have in excess of 70% businesses surviving, compared with the national average of 70%.

Similar figures are reported in Richmond, Harrow and Hounslow, which points to a strong economy across the West London region.

There are no local / regional studies available to explain why businesses fail, but it is noted that the first five years in a business' life are the most risky. In fact, indicators suggest that 50% of all business start-ups will fail within this period.

Anecdotally, there are a number of reasons why businesses fail within the first five years of their inception:

- No proven business case / starting for the wrong reason
- Lack of proper business planning
- Poor choice of location
- Lack of management capacity
- Lack of cash flow
- Minimal use of technology
- Underestimating the competition

From the available statistics, on average, a total of 1,864 businesses start up in Hillingdon each

year (i.e. commence trading). This makes for a thriving economy, if at least 50% survived and continue to grow.

Terms of Reference

The following Terms of Reference were agreed for the review:

1. *To consider the current local economic environment, and better understand the implications of new developments and initiatives in Hillingdon;*
2. *To examine where Hillingdon Council is currently performing within the regional economic picture and identify any gaps or weaknesses or areas for improvement;*
3. *To consider the future of the Council's economy and its local residents, with a focus on education, skills and youth employment to understand their impact on the Borough's economy and identify any gaps or weaknesses;*
4. *To explore the work that is being taken alongside partners, the Chamber of Commerce, and local businesses, to ensure the local economy remains strong and identify areas for action or improvement; and,*
5. *Subject to the Committee's findings, to make any conclusions and/or recommendations to the Cabinet to strengthen the local economy, that are cost-effective and through existing partnership arrangements.*

Implications on related Council policies

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

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COMMUNITY COHESION

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Fiona Gibbs, Stronger Communities and Prevent
Papers with report	Appendix A – Legislative Framework

HEADLINES

The Committee requested an update on work related to promoting community cohesion and building stronger communities. This update includes consideration of what action the Council takes to reach out to all communities, and how Council and community events are promoted.

RECOMMENDATIONS:

That the Committee note the report regarding Community Cohesion.

SUPPORTING INFORMATION

1. Background

The Council is committed to promoting equality of opportunity, celebrating and valuing diversity, eliminating unlawful discrimination, harassment and victimisation, and promoting good relations.

Our policies and procedures are intended to ensure fairness for all and reinforce our commitment to delivering fair, accessible and relevant services and equality in employment.

The Council, along with its partners, aims to promote a strong and resilient community in Hillingdon and to counter extremism and bring communities together to promote cohesion and integration.

The Council also aim to build a strong sense of belonging and pride for everyone who lives, works within, or visits the Borough. The Council want all people to feel valued and be able to fully participate in, and contribute to, building a strong community in the Borough.

1.2 What is Community Cohesion?

Community cohesion is not a precise term and can be interpreted in many ways. Broadly speaking, it is about creating a sense of belonging, valuing diversity, tackling inequalities, and promoting interaction to develop positive relationships within a community.

The Institute of Community Cohesion uses the definition:

“Community cohesion is widely used to describe a state of harmony or tolerance between people from different backgrounds living within a community. Linked to the concept of social capital and the idea that if we know our neighbours and contribute to community activity then we are more likely to look out for each other, increase cohesion and minimise cost of dependency on institutional care”.

Classification: Public

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

Achieving community cohesion is dependent upon a complex set of factors, which can affect how individuals and communities interact with one another. These factors include:

- Establishing a sense of belonging and pride of place;
- Developing aspiration and sense of ability to achieve; and,
- Promoting a sense of fair treatment and equality of opportunity; in work, in education and in quality of life.

Community cohesion is about relationships within communities, and about addressing differences between people, that may sometimes cause division, misunderstanding or tensions that, in turn, affect the way that communities interact with one another and see themselves. This is not exclusive to ethnic or faith groups, but can also include, for example, the perceptions of young people and anti-social behaviour, or socio-economic differences and how they can influence social interactions and involvement in community life.

Risk Factors

- Rapidly changing demographics and diversity within localities.
- The perception of the fairness of allocation of resources and provision of services to meet the needs of the whole community.
- Socio-economic pressures on individuals, families and localities.
- Inequality of opportunity for individuals to achieve in education and employment.
- Perceptions of crime and anti-social behaviour within communities.
- The influence of extremist groups within communities that can promote tensions and influence individual's perceptions of fairness and inequalities in communities.

Positive Factors

Conversely, positive factors can build and strengthen community cohesion, and these include the following:

- Knowing and understanding who makes up our community and what their needs and concerns are;
- Positive engagement through social, sport and cultural activities;
- Ensuring local people have a voice and a say in how services are delivered;
- Ensuring fair access to services;
- Open and transparent decision-making; and,
- Designing services that enable individuals to take responsibility for their own well-being.

Addressing the issues, therefore, relies on a co-ordinated approach across all aspects of the Council's services, as well as with other local partners and local communities.

1.3 Hillingdon Context

Hillingdon has become more diverse, with many areas seeing the proportion of white and ethnic minority communities more evenly spread. At the same time, the Borough is experiencing increases in the number of young people and a growing older population.

The impact of government policies, and wider politico / socio / economic factors, can place a strain upon families and communities, as resources become stretched and access to support and services may become limited, or are perceived to be unfairly allocated. Threats from extremism and terrorism have increased and can cause conflict, tensions, prejudice and misunderstanding within communities.

Hillingdon's approach has been, and remains, not only to understand what our community cohesion challenges are, and where in the Borough risks to community cohesion are greatest, but that it is equally important to recognise where the positive contributions to community cohesion are taking place. With this understanding, the Council can work together to promote greater opportunities for building on those positives, and underpin the resilience within communities.

Improving our knowledge of what works and what helps can reduce this risk, such as:

- Strong local leadership (political, community etc.);
- Strong communication activity / strategy to engage with local communities;
- Visible local initiatives;
- Developing a local sense of civic pride;
- Uniting local people on issues affecting the Borough;
- Strong partnership approach to local solutions; and,
- Capacity building and sustainable approach to community engagement and community development, which is inclusive and embraces the diversity of the Borough.

2. What is the Council Doing?

The Council works with its statutory and community partners with the aim of building stronger and safer communities. Promoting community cohesion, tackling crime, including hate and extremism, and fostering good relations and integration.

In order to promote a sense of cohesion, integration and belonging, the Council is working in a number of ways:

2.1 Partnership Working

The Stronger Communities Partnership brings together the Council and its partners, with the aim of promoting a strong and resilient community in Hillingdon, and to counter extremism and bring communities together to promote cohesion and integration. In order to do this, the partnership has identified three key areas of focus: working with faith communities, women, and children and young people.

There are a number of projects and activities delivered in partnership. A few examples are detailed below:

Junior Citizens Programme

Led by the Fire Service and supported by the Council, Brunel University London, NHS, MPs, TfL, RNLI and others. This programme delivers key safety and citizenship messages to year six pupils as part of preparing them for moving on to secondary school and becoming more independent. Over 4,000 pupils take part and receive messages relating to internet safety, knife crime awareness, drug and alcohol, fire safety, travel safety, road safety and water safety.

Classification: Public

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Hillingdon Voices United Project

The project, supported by the Mayor's Office for Policing and Crime, aims to strengthen community cohesion, build resilience, and improve community relations, enabling the local community to work together to raise awareness and understanding of hate crime and extremism, and how to tackle these issues. The Council want to encourage more young people to feel confident in challenging hate and discrimination, and in promoting greater understanding, respect and unity.

Participating learners have produced infomercials, poems, lesson plans, documentaries and more. This work will form part of a community learning resource to be utilised by other schools and local community organisations.

Phase One came to a successful conclusion with three schools presenting learning around challenging hate and extremism to an audience of teachers, governors, councillors, parents, and faith and community organisations at Brunel University London. Pupils demonstrated learning via documentary, PowerPoint and poetry in 2018.

Phase Two involved further schools, college, university, adult learning providers and Hillingdon's Women's Centre engaging, producing poetry, short stories, infomercials, posters, lesson plans and more, challenging hate and discrimination, celebrating diversity and community.

Pre- and post-project questionnaires demonstrated over 90% of participants report an increase in confidence in reporting hate crime.

This project has been funded for a further two years.

Celebrating International Women's Day

Working with local women's groups and other partners, the Council celebrate International Women's Day each year. Providing an opportunity for women to come together, share experiences and celebrate diversity.

Faith Communities

Our faith communities play a valuable role in supporting and building stronger communities.

The Council works closely with our faith communities, not only through its support to the Hillingdon Inter Faith Network, which aims to bring faith communities together, to promote greater understanding, building relationships and tackle common issues facing local people, but also in supporting them to deliver community services, such as luncheon clubs.

In partnership with local Police, the Council has held meetings with faith communities to offer reassurance, listen to concerns, and identify ways of working together. The Council has supported initiatives such as the Hillingdon Street Angels, and through its Stronger Communities Team, offers support to community-led initiatives and groups, to develop ideas and work collaboratively together.

2.2 Communications

How the Council communicate with residents is an important part of ensuring that everyone feels included and able to access our services. The Corporate Communications Team ensure that there is a coordinated and cohesive approach to the Council's communications. There are a number of ways in which the Council do this:

- Press releases to media;
- Hillingdon People magazine;
- Hillingdon People Locals pamphlets (every two years);
- The Council website;
- Social media (Instagram, Facebook, Twitter and LinkedIn);
- Various brochures (Culture and Heritage, Explore Hillingdon, Green Spaces, activities for over-65s, Adult Learning brochure); and,
- Campaigns using posters (including JCDecaux), leaflets, banners, signage etc.

Hillingdon has a diverse population and, therefore, direct engagement and building relationships with different groups is important to ensure that services reach out to all the Borough's residents.

There are a number of ways in which the Council reach out to different groups in order to build those relationships on a face-to-face level. This includes contact through front-line services, along with consultation and engagement activity through residents' forums, the Older People's Assembly, and Carers' Assembly, as well as stronger communities' activity, including inter-faith, BAME and women's groups, the Travellers' Forum and support to the voluntary sector.

2.3 Events / Opportunities to Interact

In order to promote that sense of belonging and inclusion, the Council delivers a range of services and provides a number of different opportunities and activities that enable people to come together and feel part of the community.

Below are some examples that have been delivered through the Council's libraries and other services, which aim to bring communities together:

Community Events

- Hayes Community Family Fun Day: Annual event in Barra Hall Park which engages with the local community in Hayes, including women's groups, church, mosque and temple groups, local charities, uniformed groups (e.g. scouts, guides etc), amateur drama groups, and local sports clubs. The event attracts circa 2,000 people.
- Family Fishing Fun Days: Two-day, annual event at Little Britain Lake – engages with all age groups and backgrounds, and is an open event for cross-borough (and some out of Borough) residents to have a free taster session of fishing. The Council work with volunteers from local angling clubs who provide tuition to the people who attend, and assist with the equipment use and landing / catching fish. Free activities for under 12 years in arts and crafts, and face painting etc. In 2019, over 800 people attended.
- Opening events at new build schools, care homes, housing, leisure centres, sports facilities etc: The Council engage with local residents and users of the buildings, and contractors and site developers. The events range across all areas of the Borough, and all age groups,

often including specific sports clubs or community-based groups.

- Opening of playgrounds, outdoor gyms, green flag awards to sites: the Council engage with local residents to the site and community groups which will benefit from the installation, often involving local schools and special schools to attend the opening events hosted by the Mayor. The events vary in size, but usually a minimum of 30 people attend each, from all backgrounds and ages.
- Mayor's Parlour Events: Events are also held in the Mayor's Parlour to invite in community groups to receive awards for various reasons, such as long-service volunteer awards and success in London In Bloom. These events normally have between 30 – 40 people at them, and they are local residents from across the Borough of all ages and backgrounds. It is an opportunity for residents to meet like-minded people, e.g. green spaces volunteers who assist with the upkeep / litter picking at open spaces and parks.
- Civic Pride / Heritage events: As directed by the Leader or Cabinet. Examples include the Armed Forces Flag Raising in June, and annual Armistice Remembrance event. The Council work with local RBL, faith groups and RAF / other services. Often these involve the selection of public and invited guests from across the Borough, and all age groups. The event on 11 November on the Council forecourt involves Council staff from the Civic Centre.
- Ad-Hoc Heritage / Civic Pride Projects: These events often work with smaller communities within the Borough, such as the Gurkhas, Polish or Sikh communities. In 2019, the Council have co-ordinated the planting of 22 cedar trees in wards across the Borough to mark the 550th birth anniversary of Guru Nanak Dev Ji. The Annual Polish Air Force Memorial event in September engages with the Polish community from the Borough, local areas to Hillingdon, and from Poland, with up to 600 people at the event.
- Hillingdon In Bloom Competition: This annual event engages with residents across the Borough from all age groups and abilities in horticulture. The Council extend the competition to schools with a special category, and there is also a first-time entrant category to encourage new participants. The Autumn Show (fruit, vegetables and art, handicraft, cooked produce) also takes place, and has entries from all age groups across the Borough, both from private gardens and also allotment groups. In 2019, the number of entries in the show had increased on previous years, and the attendance at the show by non-participating residents and public was several hundred across the course of the day.
- Service Veterans and RAF Northolt: Often the Council have to engage with specific groups of serving and retired service personnel at civic functions. There can be all three service arms, and also foreign armed forces personnel.
- Senior Diplomats, elected Members of Parliament and other Dignitaries: The Council often liaise with these people for events / projects, including backroom staff and police protection teams.

Dementia Support

Hillingdon library service has expanded its work supporting people living with dementia, and those caring for people with dementia. Four libraries have Tovertafels (magic tables); interactive projected games that help those in late stages of dementia, to move and interact in a community

environment. The four libraries are Uxbridge, Botwell Green, Ruislip Manor and Northwood Hills. Three more Tovertafels are being installed at Yeading and Harefield before the end of the financial year (Oak Farms was installed in late September). Tovertafels have been funded by the Leader's Initiative.

Since April 2019, a total of 1,234 people have used the Tovertafels in the four existing library sites. This includes use by residents living with dementia, care homes, the Occupational Therapy Team, MENCAP, and children with autism and learning difficulties.

In addition, there are currently nine dementia friends' coffee morning meetings across Hillingdon. Most meet weekly, however, South Ruislip meet fortnightly and Manor Farm and Yiewsley on a monthly basis. The coffee mornings include reminiscence, songs and art sessions. Northwood library is the first branch to provide a regular coffee morning for people with early onset dementia. The majority of library staff are trained as Dementia Friends.

Since April 2019, a total of 1,850 people have attended the dementia coffee mornings (69 people attend groups on a regular weekly basis across give different libraries). There are three new libraries that plan to start coffee mornings, including Oak Farm, Harefield and Yeading.

Teen Engagement

Since April 2019, the library services has made improving teen engagement a priority. Two managers are leading on this work, meeting with CAMHS and the YMCA, and internal partners, including the Transporter Bus, Youth Service, Archives and the Youth Council. The goal is to improve the customer experience for young people by asking for their ideas and opinions of what libraries can offer them building better relationships with students and schools, and training staff in understanding the best way to work with teenagers.

Libraries are creating more volunteer opportunities for teenagers and ensuring work experience and Duke of Edinburgh placements are enriching and worthwhile. In 2019, the library service used 46 volunteers aged 14-18 to support the Summer Reading Challenge, more than double the number used in 2018. The volunteers contributed almost 618 hours, 70 more than the previous years.

Culture Bite – Celebrating Women

The annual arts and culture festival has run since 2015, and this year has been a year-round programme to allow residents greater opportunity to access talks, workshops and performances. Culture Bite is cost-neutral for the Council, and includes many free talks and events to provide opportunities for everyone to get involved.

In May, Botwell Green hosted a Culture Bite event called Celebrating Women, which invited women from BAME communities to share their stories and experiences. As well as guest speakers from the Hillingdon community, talking about their cultures and backgrounds, an open mic element asked audience members to tell other attendees about their lives as refugees, immigrants, and British citizens. At the event, women were invited to write about their experiences and to put the notes on a tree image. Over 40 notes were collected, and the 'experience tree' has

BACKGROUND PAPERS

NIL.

APPENDIX A: LEGISLATIVE FRAMEWORK

The Equalities Act 2010 (section 149) put in place a 'Public Sector Equality Duty'. This means that a public authority must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by, or under, the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic and person who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Section 17 of the Crime and Disorder Act 1998 places a statutory duty on responsible authorities (which include local authorities) to prevent crime and disorder, anti-social behaviour, substance misuse and reduce reoffending in their area.

Public Order Act 1986 Section 4(A)(1) of the 1986 Act deals with the offence of causing harassment, alarm or distress. A person is guilty of an offence if, with intent to cause a person harassment, alarm or distress, s/he – “uses threatening, abusive or insulting words or behaviour or disorderly behaviour; or displays any writing, sign or visible representation which is threatening abusive or insulting, thereby causing that or another person harassment, alarm or distress”.

Protection from Harassment Act 1997: There are two offences that arise under this statute which may be relevant to the sanctioning of hate motivated harassment. The offence of harassment arises under Section 2 of the Protection from Harassment Act 1997. Under this, the prosecution must prove:

1. That the Defendant had pursued a course of conduct on at least two separate occasions;
2. That the Defendant's course of conduct amounted to harassment of another – what constitutes 'harassment' tends to be a matter of common sense, e.g. the repetition of racist or homophobic remarks could amount to harassment; and,
3. That the Defendant knew, or ought to have known, that the course of conduct amounted to harassment.

Human Rights Act 1998 states that people should have:

- The right to liberty;
- Freedom of thought, conscience and religion, and freedom to express your beliefs;
- Freedom of expression;
- Freedom of assembly and association;
- The right not to be discriminated against in respect of these rights and freedoms;
- The right to peaceful enjoyment of your property; and,
- The right to an education

Counter Terrorism and Security Act 2015 places a duty on all public sector organisations to deliver against the Government's Prevent strategy. Within this duty is a specific role for the Local Authority in providing leadership and co-ordination of local activity with partners.

Prevent Aims and Objectives:

- Tackle the causes of radicalisation* and respond to the ideological challenge of terrorism;
- Safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support; and,
- Enable those who have already engaged in terrorism to disengage and rehabilitate.

* **Radicalisation** is defined as the process by which people come to support terrorism and extremism**, and, in some cases, to then participate in terrorist groups.

** **Extremism** is vocal or active opposition to fundamental British values, including democracy, the rule of law, individual liberty and mutual respect and intolerance of different faiths and beliefs. Also included in the definition of extremism are calls for the deaths of members of our armed forces, whether in this country or overseas (HM Government Prevent Strategy 2011).

Government Strategy

The Casey Review 2016

This review into opportunity and integration by Dame Louise Casey, was commissioned in July 2015 by then Prime Minister, David Cameron, and Home Secretary, Theresa May, and published in December 2016.

The focus of the review was to 'consider what could be done to boost opportunity and integration in our most isolated and deprived communities'. It was prompted by a number of factors, including:

- The unprecedented pace and scale of population change and immigration, particularly in deprived areas;
- Recovery from recession and implications for different groups;
- Concerns about the future of public services;
- Concerns about terrorism; and,
- Problems of social exclusion among ethnic minority groups and poorer white British communities in some areas.

The review made a number of recommendations:

- Build local communities' resilience in the towns and cities where the greatest challenges exist;
- Improve integration of communities in Britain, and establish a set of values around which people from all different backgrounds can unite;
- Reduce economic exclusion, inequality and segregation in our most isolated and deprived communities and schools.
 - Working with Schools;
 - Overcoming cultural barriers to employment;
 - Improving English language provision;
 - Improving understanding how housing and regeneration schemes / policy impact of integrations and segregation; and,
 - Stronger safeguards for children not in mainstream education.
- Increase standards of leadership and integrity in public office.

Government's Hate Crime Action Plan: July 2016 – Action Against Hate

This sets out the Government's programme of actions to tackle issues of hate crime to 2020.

The main themes include:

- Preventing hate crime by challenging the beliefs and attitudes that can underlie such crimes;
- Responding to hate crime in our communities with the aim of reducing the number of hate crime incidents;
- Increasing the reporting of hate crime, particularly from communities who traditionally under report;
- Improving support for the victims of hate crime; and,
- Building our understanding of hate crime through improved data collection.

Underlying the plan are two key themes – working in partnership with communities and joined up work across the hate crime stands, to ensure best practice is understood and drawn upon.

FORWARD PLAN

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

HEADLINES

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

RECOMMENDATION

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

SUPPORTING INFORMATION

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

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Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public or Private (with reason)
SI = Standard Item each month									
Council Departments: RS = Residents Services SC = Social Care CEO = Chief Executive's Office FD= Finance									
Cabinet meeting - 14 November 2019									
050	Imported Food Office - Lease renewal	To seek Cabinet authority to renew the lease of office accommodation at Heathrow Airport for the Imported Food Office. The lease will be for a period of 5 years from January 2020.	Heathrow Villages		Cllr Jonathan Bianco	RS - Michael Patterson		NEW	Private (3)
049	Procurement of Energy Supplies: 2020 - 2024	To seek Cabinet approval to use the Pan London Energy Project (LEP) / Laser framework to procure the Council's electricity and gas and subsequently enter into call off contracts for the supply period commencing April 2020 until March 2024 or framework end date. This approach enables the supply of green electricity from 100% renewable sources.	All		Cllr Jonathan Bianco	RS - Richard Coomber			Private (3)
043	Douay Martyrs School, Ickenham	Cabinet will consider the variation of lease and licence agreements at Douay Martyrs School to facilitate improvement works proposed for the school site.	Ickenham		Cllr Jonathan Bianco	RS - Mike Paterson			Private (3)
045	Property Transaction	Cabinet will consider the disposal of land adjacent to 1 Whiteheath Avenue, Ruislip, Hillingdon, HA4 7PR.	West Ruislip		Cllr Jonathan Bianco	RS - John McKenna			Private (3)
Cabinet meeting - 12 December 2019									
051	Void Property Repair Service Contract	Cabinet will consider awarding contracts to provide a Void Property Repairs Service, enabling the return of empty properties to a high standard for housing accommodation in the Borough.	All		Cllr Jonathan Bianco	RS - Gary Pentecost / Michael Breen		NEW	Private (3)
046	Promoting stronger communities and equality in Hillingdon (REQUEST BY FULL COUNCIL)	Cabinet will consider a review of how the Council is delivering against its priorities of equality, cohesion and the Prevent agenda, including consideration of the Council Motion on 4 July 2019.	All		Cllr Douglas Mills	CEO - Vicky Trott / Fiona Gibbs			Public
026a	The Council's Budget - Medium Term Financial Forecast 2020/21 - 2024/25 (BUDGET FRAMEWORK)	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	TO FULL COUNCIL 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
027	Assistance to Hillingdon's local voluntary organisations	This report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2020/21 financial year, demonstrating continued commitment to the vital work they do for residents in Hillingdon.	All		Cllr Douglas Mills	RS - Kevin Byrne	Corporate Services, Commerce & Communities POC		Public
Cabinet meeting - 23 January 2020									
048	Modern Slavery Charter (REQUEST BY FULL COUNCIL)	Following approval of an amended motion by Council on 12 September 2019, a report to Cabinet was requested on the Modern Slavery Charter, including consideration of the identification, referral and support to victims and community safety services, along with other elements of the Charter such as procurement.	All		Cross-portfolio: Cllr Douglas Mills / Cllr Philip Corthorne / Cllr David Simmonds / Cllr Richard Lewis	RS - Dan Kennedy / Jacqueline Robertson			Public
Cabinet meeting - 13 February 2020									
026b	The Council's Budget - Medium Term Financial Forecast 2020/21 - 2024/25 (BUDGET FRAMEWORK)	Following consultation, 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	TO FULL COUNCIL 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
047	The Schools Budget 2020/21	Cabinet will be 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

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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 – CANCELLED FOR SITE VISIT	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

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Multi year work programme

Corporate Services, Commerce & Communities

2020

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

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

Topic selection / scoping stage	Scoping report										
Witness / evidence / consultation stage	Witness Session 1		Site Visit	Witness Session 2	Witness Session 3						
Findings, conclusions and recommendations						Findings					
Final review report agreement								Final Report			
Target Cabinet reporting										CABINET	
Post review monitoring											

Regular business items

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

One-off business items

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

Past review monitoring

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

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