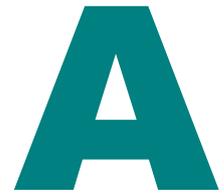




HILLINGDON  
LONDON



# 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, 4 FEBRUARY  
2020

**Time:** 7.30 PM

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

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

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



**Published:** Monday, 27 January 2020

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Putting our residents first

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

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## 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. Climate Change
17. Energy use and carbon reduction
18. Health & Safety

# Agenda

## **CHAIRMAN'S ANNOUNCEMENTS**

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- 2 Declarations of Interest
- 3 Minutes of the meeting held on 14 January 2020 1 - 6
- 4 Exclusion of Press and Public
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## Minutes

Corporate Services, Commerce and Communities  
Policy Overview Committee  
Tuesday, 14 January 2020  
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  
Martin Goddard

### **Officers Present:**

Andy Goodwin  
Muir Laurie, Deputy Director of Exchequer & Business Assurance Services  
Gemma McNamara, Finance Manager - Transformation, Finance and Chief  
Executive's Office  
Zac O'Neil, Head of Counter Fraud  
Luke Taylor, Democratic Services Officer

### **35. APOLOGIES FOR ABSENCE**

There were no apologies for absence.

### **36. DECLARATIONS OF INTEREST**

There were no declarations of interest.

### **37. MINUTES OF THE MEETING HELD ON 5 NOVEMBER 2019**

**RESOLVED:** That the minutes from the meeting held on 5 November 2019 be agreed as a correct record.

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

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

**39. 2020/21 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF CORPORATE SERVICES, COMMERCE AND COMMUNITIES POLICY OVERVIEW COMMITTEE**

Officers introduced the 2020 / 21 budget proposals for services within the remit of the Corporate Services, Commerce and Communities Policy Overview Committee.

Members were informed that Cabinet will consider the budget proposals in February, including budget comments from all Policy Overview Committees, and Council will meet to agree the 2020 / 21 budgets and Council tax levels on 20 February 2020.

Officers noted that funding from the Chancellor's review was in keeping with what the Council expected, and the Social Care grant funding was off-set by the loss of London business rates retention.

The Committee noted that the budget gap of £27.7m remained consistent with previous years and other local authorities, and there was a planned Council Tax rise of 1.8%, alongside a 2% increase relating to the Adult Social Care Precept. Officers commented that this equated to £43.31 per annum, or £0.83 per week, for a Band D household.

Responding to Councillors' questioning, officers noted that the investment in youth infrastructure was built into the capital programme, and further details will be provided in the budget proposals report that is to be presented to the Residents, Education and Environmental Services Policy Overview Committee.

Members sought clarification regarding the Exchequer and Business Assurance Services service review savings, and were informed that the Council reviewed each areas for efficiency, including the way services were delivered, staffing and the use of digital technology. The Deputy Director of Exchequer and Business Assurance Services confirmed that the review considered what was needed now and what the Council required in the future, including the impact on Universal Credit on the way the Council operates.

**RESOLVED: That the Committee note the budget projections and the combined budget proposals put forward by the Chief Executive's Office and Finance Group and the relevant services areas within the Residents Services Group, within the context of the corporate budgetary position.**

**40. COUNTER FRAUD ENFORCEMENT ACTIONS**

Officers introduced the report which contained information on how the Council is meeting its statutory duty to safeguard public finances by implementing effective arrangements for the prevention and detection of fraud and corruption within the Council and its services.

The Deputy Director of Exchequer and Business Assurance Services noted that the Council took a risk-based approach to fraud in every case, and directed the majority of its resources to the areas at the highest risk; most notably, Housing, Social Care and Revenues.

Members heard that the Counter Fraud Team was on track to meet its target of a 99% Business Rates collection rate and an overall loss prevention target of £2m across Council services, with current savings at the end of Quarter 3 being £1.46m. Officers noted that one key component in the Council's ability to tackle fraud has been the presence of a Home Office Immigration Enforcement Officer working within the team. This has allowed direct access to Home Office data, which has helped the Council quickly check the immigration status of those applying for Council services where recourse to public funds is required.

Officers noted that one of the best sources of intelligence gathering for the Council remains Councillors, as they are out in the Borough a lot and know their local areas well, so are able to flag up any potential irregularities they see.

The Head of Counter Fraud confirmed that, while the Council did enforce in certain cases, it focuses on using a prevention strategy. Members heard that the Counter Fraud Team were focused on looking at where risk was and verifying information before allocating any resources, as acting after the fact was a lot more expensive. The Committee were informed that 21 Council properties had been recovered by the team to date this year, with another five cases ongoing. Prosecution cases only took place where appropriate; it must be proportionate, reasonable, and necessary to act as a deterrent against further fraud.

Responding to Councillors' questioning, officers confirmed that generally, recovered properties were usually those that had been sub-let or abandoned, and did not result in residents being evicted from their homes. Furthermore, property mutual exchanges were facilitated in some cases instead of the recovery of the property where it was appropriate to do so.

The Committee commended officers for being on target to meet its £2m loss prevention target, and asked what direction the Council's targets would likely go in. Officers confirmed that targets will likely increase. Whilst the team was working hard on areas of highest risk of loss to the Council, officers were also focused on areas of less financial value but still of great importance, for example, blue badge fraud is investigated and action taken (potentially including a fine of £100) to assure residents that the Council is tackling fraud of this kind.

Members heard that, with regards to the 99% business rate collection target, the Council implemented an ethical collection policy which focused on those who will not pay business rates, as opposed to those businesses who cannot pay. The Council were able to give different types of relief to those businesses that were struggling, as there was little point chasing debts that could not be paid, as this would cost the Council more money in the long run.

Officers noted that, when collecting business rates payments, there were a number of different methods of payment, but the Council encouraged payment by direct debit. Although this is a gradual change, most residents also prefer to pay in this manner, and it encourages dialogue with businesses that were struggling to pay. This can lead to relief or a payment plan to help with the issue.

The Committee thanked the officers for their report.

**RESOLVED: That the Committee noted the arrangements for the prevention and detection of fraud and corruption within the Council and the Quarter 2 2019/20 Counter Fraud Progress Report.**

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

The Chairman introduced the proposed draft recommendations for the Committee's review into Local Commerce, Employment, Skills and Job Creation, and noted that the recommendations reflected the comments received throughout the review.

The Committee commented on draft recommendation 4, and noted that it may be helpful to include some wording to support Hillingdon residents who wish to access opportunities at the Institute of Technology.

Members agreed to explore the possibility of altering recommendation 4, and noted that the final wording of the recommendations could be agreed under delegated authority by the Chairman and Labour Lead.

**RESOLVED: That the Committee agreed the draft recommendations of the review on Local Commerce, Employment, Skills and Job Creation, subject to:**

- 1. Reconsidering recommendation 4 to potentially include wording to support Hillingdon residents who wish to access opportunities at the Institute of Technology; and,**
- 2. Delegated authority to the Chairman and Labour Lead Member to agree the final wording of the draft recommendations, following discussions with officers.**

#### **42. FORWARD PLAN**

Members sought further details on the property transaction at 1 Whiteheath Avenue, Ruislip, which would be provided by officers.

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

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

**RESOLVED: That the work programme be noted, subject to the following changes:**

- 1. The report regarding the monitoring of the "Homophobic, Biphobic and Transphobic Bullying" review be moved to a later date in 2020, following discussions with officers for an appropriate timeframe;**

- 2. The report regarding the monitoring of the “Broadcasting of Overview & Scrutiny Committees on YouTube” be moved to the meeting in February 2020, subject to officers’ agreement; and,**
- 3. The final recommendations for the current Committee review into “Local Commerce, Employment, Skills and Job Creation” be added to the work programme in February 2020.**

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## DRAFT BUDGET PROPOSALS 2020/21: COMMENTS FROM POLICY OVERVIEW COMMITTEES

<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 - Relevant draft minute extracts from individual POC meetings.

### HEADLINES

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

### RECOMMENDATIONS:

#### That the Committee:

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

### SUPPORTING INFORMATION

As part of the Constitution (Budget and Policy Framework Procedure), Policy Overview Committees have a role to review the Cabinet's draft budget proposals, which were set out at Cabinet on 17 December 2019. This opportunity enables Councillors, who are not in the Cabinet, to provide input or comment on aspects of the budget for the ensuing year.

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

The Policy Overview Committee comments are set out as detailed below:

	<b>Departmental Budget remit</b>	<b>Comments</b>
<b>Corporate Services, Commerce &amp; Communities</b>  <b>14 January 2020 &amp; 4 February 2020</b>	<i>Chief Executive's Office</i>  <i>Finance</i>  <i>Residents Services (certain service areas).</i>	<b>(DRAFT: TO BE AGREED BY THE COMMITTEE)</b> The Committee reviewed the budget projections and the combined budget proposals put forward by the Chief Executive's Office and Finance Group for the financial year 2020/21 in detail, and note the work achieved through service transformation and ongoing BID reviews without impacting on levels of service. Members also noted their appreciation for the work that has been carried out by officers in producing the budget.
<b>Social Care, Housing &amp; Public Health –</b>  <b>15 January 2020</b>	<i>Social Care</i>  <i>Residents Services (Housing, Public Health)</i>  <i>Finance (Benefits)</i>	The Social Care, Housing and Public Health Policy Overview Committee supported the budget proposals and commended officers for producing a well balanced budget without cutting services. The Committee welcomed the way officers were delivering change and improvements and the innovation demonstrated in the budget was recognised. The Committee hoped that the Council would continue to provide the best service for residents.
<b>Residents', Education &amp; Environmental Services –</b>  <b>21 January 2020</b>	<i>Residents Services (various service areas)</i>	That it was gratifying to see that, despite the financial pressures faced by the Council, the Capital Programme was able to provide adequate funds for projects to maintain and improve services for residents, such as the resurfacing of roads and footpaths, an increase in youth provision, and new leisure and sports facilities. In addition, the Committee was pleased to recognise the Council's recruitment of additional ASBET enforcement officers, its support for additional duties from the Environment Bill, and the allocation of resource aligned to animal welfare, and supported and endorsed the Council's approach when reviewing fees and charges with a view to keeping within 90% of that of neighbouring boroughs.

## DRAFT MINUTES EXTRACT OF BUDGET DISCUSSIONS

### Corporate Services, Commerce & Communities POC - 14 January 2020

Officers introduced the 2020 / 21 budget proposals for services within the remit of the Corporate Services, Commerce and Communities Policy Overview Committee.

Members were informed that Cabinet will consider the budget proposals in February, including budget comments from all Policy Overview Committees, and Council will meet to agree the 2020 / 21 budgets and Council tax levels on 20 February 2020.

Officers noted that funding from the Chancellor's review was in keeping with what the Council expected, and the Social Care grant funding was off-set by the loss of London business rates retention.

The Committee noted that the budget gap of £27.7m remained consistent with previous years and other local authorities, and there was a planned Council Tax rise of 1.8%, alongside a 2% increase relating to the Adult Social Care Precept. Officers commented that this equated to £43.31 per annum, or £0.83 per week, for a Band D household.

Responding to Councillors' questioning, officers noted that the investment in youth infrastructure was built into the capital programme, and further details will be provided in the budget proposals report that is to be presented to the Residents, Education and Environmental Services Policy Overview Committee.

Members sought clarification regarding the Exchequer and Business Assurance Services service review savings, and were informed that the Council reviewed each areas for efficiency, including the way services were delivered, staffing and the use of digital technology. The Deputy Director of Exchequer and Business Assurance Services confirmed that the review considered what was needed now and what the Council required in the future, including the impact on Universal Credit on the way the Council operates.

**RESOLVED: That the Committee note the budget projections and the combined budget proposals put forward by the Chief Executive's Office and Finance Group and the relevant services areas within the Residents Services Group, within the context of the corporate budgetary position.**

### Social Care, Housing & Public Health POC - 15 January 2020

The Financial Planning Manager introduced the 2020 / 2021 budget proposals for services with the remit of the Committee and provided a verbal summary. Members heard that the budget was presented in the context of the next three years to 2022/23, and during this period a total of £40m savings was required.

The Committee noted that Cabinet would consider the budget proposals on 13 February 2020 and the report would include comments from Policy Overview Committees. Members were informed that Council would meet to agree the 2020 / 21 budgets and Council tax levels on 20

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Corporate Services, Commerce & Communities Policy Overview Committee – 4 February 2020

February 2020.

It was reported that the proposals for 2020/21 included a fourteenth successive year for supporting over 65s meeting their Council Tax liability and included a number of new investments including a new Leisure Centre in West Drayton, a major programme of investment in the Borough's highways, a programme of sports club rebuild/refurbishments, a libraries refurbishment programme, provision for investment in Youth infrastructure and the potential purchase of Uxbridge police station.

It was highlighted that in order to continue to provide front line services, the 2020/21 budget proposals included a drawdown from General Balances of £6,386k alongside a 3.8% increase in the headline rate of Council Tax, increasing available funding by £4,422k per annum. This comprised a core Council Tax increase of 1.8% based on 90% of the 2% anticipated increase across London, alongside a 2% increase relating to an Adult Social Care Precept to fund ongoing pressures within Adult Social Care, equating to £43.31 per annum or £0.83 pence per week for a Band D household. Overall, there had been an increase in spending across Social Care, Public Health and Housing and this was due to the greater demand of people needing services and inflation.

It was explained that the care market was closely managed and officers worked closely with providers in relation to the viability of businesses.

Members sought clarification regarding the service transformation savings and it was noted that the utilisation of units was analysed and contracts had been rationalised to enable the release of Olympic House. Quality assurance was also key in semi-independent accommodation. The different systems in relation to SEND work streams was explained to the Committee. Although it was the early stages, it was noted that the local authority had power to introduce a licensing scheme in areas where there was evidence of recurring issues with private rented accommodation. Further details would be provided about housing voids and private rented accommodation.

The Committee welcomed the budget, particularly the balances without having to cut services and applauded the Cabinet for the direction provided. Members were pleased to see expansion in the area of housing delivery.

The concerns regarding the inflation rates and contingencies on social care were noted.

Having considered the budget proposals, the following comments were asked to be submitted to Cabinet on the budget proposals:

*The Social Care, Housing and Public Health Policy Overview Committee supported the budget proposals and commended officers for producing a well balanced budget without cutting services. The Committee welcomed the way officers were delivering change and improvements and the innovation demonstrated in the budget was recognised. The Committee hoped that the Council would continue to provide the best service for residents.*

**RESOLVED: That the Committee noted the 2020/21 budget proposals for services within the remit of the Social Services, Housing and Public Health Policy Overview Committee.**

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Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 4 February 2020

## **Residents', Education & Environmental Services POC - 21 January 2020**

Marcus Briginshaw (Finance Manager), and Graham Young (Lead Finance Business Partner), introduced the report detailing Cabinet's budget proposals for the next financial year.

Officers confirmed that the report was the second of two regular annual appearances from the Council's finance team on the budget setting process. The first report, considered in summer 2019, confirmed the size of the challenge ahead, with an update on the current budget gap, and advised that work was underway to address the budget gap through savings, contingency and growth proposals.

The report set out the context of the budget recommendations, updates on funding and spend to recalculate the budget gap, and details of specific proposals within the remit of the Committee.

Current projections remained in line with those presented in the summer, with funding updates from the Chancellor's Spending Review adding a marginal £0.7m net funding to the Council. This had resulted in a forecasted budget gap of £27.7m for the three years to 2023, made up of the £20m savings to be identified in Table 1 of the report, plus the £7.7m of current savings proposals. This budget gap remained consistent with previous years and with other Local Authorities.

The budget gap assumed an inflationary uplift to Council Tax of 1.8% per annum, based on 90% of the assumed uplift across London. In addition, for the first time, the Council was proposing to utilise the Social Care Precept and add a further 2% rise in Council Tax, as it was apparent that this was a key element of Government's funding strategy for Social Care in 2020/21. The total 3.8% increase in Council Tax added £43.31 per year to the average Band D Council Tax liability, or £0.83p per week.

The 2020/21 budget gap was the result of 3 areas:

- £13m demand-led and inflation (population growth) for continuing the same services;
- £6m financing for Councils capital investment, increasing to £12.4m by 2024/25; and
- £8m savings deferred from previous year in line with Council's saving strategy agreed in February 2019.

The Committee asked a number of questions, including:

**How was the near £14m designated schools deficit going to be managed? In the past, this had predominantly related to High Needs Places funding, and the Council had previously requested that the School Forum contribute to this funding. Was this likely to happen again?**

It was accepted that the schools deficit was an area of concern. To help manage this, a request had been made to the Department for Education (DfE) to transfer money from the schools block in an effort to close the gap in-year.

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With regard to High Needs Places funding, there was additional funding available from the Government and through the Council, and further detail could be shared once the new strategy was finalised.

Some members commented that, with the Fair Funding formula and the reduction in numbers that some primary schools were experiencing, some schools were finding it difficult to balance the books. It was suggested that Council should recognise the pressures schools were facing and, in relation to High Needs funding, not ask too much of schools.

**The report set out an approximate £17m reduction in funding for expansion of secondary schools. Was this due to a large forecasted drop in the projected numbers of pupils moving forward?**

Primary and secondary school place forecasts were based on population projections from the GLA which were showing a reduction in the need for places due to a variety of factors including parental preference, residential development etc. This was resulting in a projected move to an extra 3 forms of entry in the north of the Borough, and 1.5 forms of entry in the south of the Borough. Planned investment was therefore being reduced in line with these projections. However, modelling and forecasting continued to be carried out annually, and the need for continued investment to meet the overall high need remained. The peak forecasted was for entry in September 2022, when it is forecast that an extra 8 forms of entry will be required to meet demand across the Borough.

Members raised concerns that the increase in the charges for the processing of DIY and trade waste at amenity sites could potentially incentivise fly-tipping.

Labour Group Members expressed concerns over the budget, with specific reference to the Council's use of capital receipts to fund some aspects of transformation, which was felt to disguise cuts to services or headcount around the BID team. It was stressed that the Council should aim to ensure that it was maximizing fundraising and income, such as external grants, to make best use of Arts and Leisure provision.

Labour Members also reminded the Committee of its remit to monitor Council services to ensure the Council was continuing to fulfil its obligations in light of cuts to services. An example of issues with the SEND service was highlighted, including reports that the Council was not achieving the 20 week statutory requirement for Education and Healthcare Plans, with statistics available showing that in 2018, Hillingdon was the seventh worst in London for achieving that target. In addition, an elderly resident at Christmas was informed that she owed money to the Council when in fact it was the Council that owed money to her. This had been a great source of stress to this resident, who was still awaiting a resolution to the issue.

Other Members responded by stating that they felt that the Committee's role was to monitor the overall policy rather than its direct implementation, a function that they felt the Committee was fulfilling. Members highlighted the regular reports received by the Committee, and the regular opportunities given to the Committee to challenge officers.

Members noted the contents of the report, and Councillor Tuckwell suggested:

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*'That it was gratifying to see that, despite the financial pressures faced by the Council, the Capital Programme was able to provide adequate funds for projects to maintain and improve services for residents, such as the resurfacing of roads and footpaths, an increase in youth provision, and new leisure and sports facilities. In addition, the Committee was pleased to recognise the Council's recruitment of additional ASBET enforcement officers, its support for additional duties from the Environment Bill, and the allocation of resource aligned to animal welfare, and supported and endorsed the Council's approach when reviewing fees and charges with a view to keeping within 90% of that of neighbouring boroughs.'*

Following a proposal by the Chairman, the above comments were approved by the Committee as comments to be submitted on the budget.

**RESOLVED:**

- 1. That the report be noted; and,**
- 2. That the Committee's agreed comments on the budget be included in the forthcoming report to the Corporate Services, Commerce and Communities Policy Overview Committee.**

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## PAST REVIEW UPDATE: DIGITAL BROADCASTING OF POLICY OVERVIEW, SCRUTINY AND SELECT COMMITTEES

<b>Committee name</b>	Corporate Services, Commerce & Communities
<b>Officer reporting</b>	Mark Braddock, Democratic Services
<b>Papers with report</b>	None

### HEADLINES

This report updates the Committee on the actions taken by officers following the Committee's review, "Digital Broadcasting of Policy Overview, Scrutiny and Select Committees", which was agreed by Cabinet in March 2019.

### RECOMMENDATION

**That the Committee note the update on the actions taken with regards to the previous review regarding "Digital Broadcasting of Policy Overview, Scrutiny and Select Committees".**

### SUPPORTING INFORMATION

1. In March 2019, the Cabinet approved a Policy Overview Committee review into "Digital Broadcasting of Policy Overview, Scrutiny and Select Committees", which included four recommendations.
2. This report highlights the progress against each of the following recommendations:

#### Recommendation 1

*That Cabinet notes the opportunity to raise the profile of the work of the Policy Overview, Scrutiny and Select Committees, demonstrating the broader public engagement in Hillingdon's democratic process.*

3. Since the first broadcasts in June 2019, there have been over 13,000 views of the Policy Overview, Scrutiny and Select Committees meetings on YouTube. Further enhancements or innovations in broadcasting videos continue to be investigated within existing resources.

#### Recommendation 2

*That Cabinet approve the expansion of the current digital broadcasting service to all Policy Overview, Scrutiny and Select Committees, noting that this does not apply to any Panel established by a committee. Furthermore, that this commences as soon as practicable after the start of the 2019/20 Municipal Year.*

4. Democratic Services began to broadcast all Policy Overview, Scrutiny and Select Committees, beginning with the broadcasts of both the External Services Select Committee

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Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 4 February 2020

and the Social Care, Housing and Public Health Policy Overview Committee on 12 June 2019.

5. Since the decision was made to broadcast these meetings, 26 Policy Overview, Scrutiny or Select Committees have been broadcast live on the Council's YouTube channel.

### **Recommendation 3**

*That Cabinet note the Committee's conclusion that the current camera configurations are deemed generally suitable for viewing and that Democratic Services will put in place suitable procedures regarding the attendance of witnesses.*

6. Democratic Services put in place processes to ensure that any members of the public or Council officers who are due to attend a meeting as a review witness are informed prior to the meeting that these meetings will be filmed and broadcast live to YouTube.
7. Any members of the public who attend the meetings are informed by way of an invitation to speak at the meeting that the meeting will be filmed.
8. Council officers are also informed prior to the meeting that their witness evidence will be broadcast.

### **Recommendation 4**

*That Cabinet agree that, going forward, such meetings are held in Committee Rooms 5 & 6 to negate the need for any additional infrastructure, and to not incur any financial expense in broadcasting them.*

9. All meetings of Policy Overview, Scrutiny or Select Committees were moved to either Committee Room 5 or 6 shortly after the review's recommendations were agreed by Cabinet in March 2019.
10. Any future meetings are now scheduled to take place in Committee Rooms 5 and 6 when room bookings are completed for the municipal year, and the Council's Programme of Meetings is scheduled to ensure that no more than two Policy Overview, Scrutiny or Select Committees take place on any given evening, to ensure the availability of Committee Rooms 5 and 6.
11. Council meetings are given priority over any other events that may have been scheduled to take place in Committee Rooms 5 or 6.

### **Implications on related Council policies**

None.

## **How this report benefits Hillingdon residents**

The delivery of the recommendations outlined in the report has allowed the Council's democratic processes to become more open and transparent, following the decision to broadcast all Policy Overview, Scrutiny and Select Committees live on the Council's YouTube channel, Hillingdon London.

## **Financial Implications**

There were no financial implications.

## **Legal Implications**

There were no legal implications.

## **BACKGROUND PAPERS**

NIL.

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

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

### HEADLINES

This item will discuss the findings from the Committee's review into Local Commerce, Employment, Skills and Job Creation.

### RECOMMENDATION

**That the Committee:**

- 1. Agree the proposed draft recommendations of the review on Local Commerce, Employment, Skills and Job Creation; and,**
- 2. Delegate authority to the Democratic Services Officer, in consultation with the Chairman and Labour Lead Member, to make any further changes to the recommendations that are deemed necessary.**

### SUPPORTING INFORMATION

1. At the Committee meeting held on 18 June 2019, Members agreed that the Committee's next review topic was to be Local Commerce, Employment, Skills and Job Creation. Since then, three witness sessions and a site visit to the Central Research Laboratory have taken place, to help the Committee better understand the local economy, its strengths and the challenges it faces, in addition to opportunities that the Council may be able to take advantage of.
2. Following these witness sessions, officers have discussed the findings from the review, and are now working to produce a series of draft recommendations from the review. These draft recommendations were presented to the Committee at its last meeting on 14 January 2020, and, following further conversations between the Chairman, Labour Lead Member and relevant officers, a set of draft recommendations have now been proposed.
3. Comments made at the previous meeting have been incorporated into Recommendation 4, to reflect the aim of the Council to encourage residents to attend Uxbridge College and its Institute of Technology.
4. Members are asked to discuss the findings and draft recommendations, and comment or suggest changes to these proposed recommendations, which are detailed as below:

<b>Recommendation 1</b>	Recognise the good work undertaken by officers to date to identify and work alongside appropriate partners and provide the type of development that is required in Hillingdon, and request that, where practical, new developments also provide small employment units on the edges of the site, and developers of logistic sites are encouraged to provide small units.
<b>Recommendation 2</b>	Ensure the Council takes advantage of the unique opportunity it has to work with companies developing cutting edge technology at the Central Research Laboratory, Hayes, and, on a case-by-case basis, consider trialling these technologies if they can be used to assist the Council or its residents in day-to-day life.
<b>Recommendation 3</b>	Continue to support the Town Centre Regeneration / Shop Front Grant Scheme, and promote the supply chain initiative to be delivered by Hillingdon Chamber of Commerce.
<b>Recommendation 4</b>	Support Uxbridge College and promote its new Institute of Technology and T-Level flag bearer status, and the opportunities that it provides for residents, as well as looking to maximise the possibilities for Hillingdon residents to attend courses.
<b>Recommendation 5</b>	Recommend officers explore what local business support provisions are available to local residents, and report back on whether the Council has a role in supporting residents who are looking to establish businesses in the Borough, as well as provide online information to detail current initiatives that help over 50s secure employment or retraining, similar to the approach the Council have adopted for apprenticeships.
<b>Recommendation 6</b>	Provide information online to highlight best “green business” practice in the Borough, and advise residents and businesses on the opportunities that can be available to environmentally-friendly businesses.

## 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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## 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

## 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 - Thursday 13 February 2020

298	<b>Agency Staff Managed Service Contract</b>	Cabinet in 2014 awarded a long-term corporate contract, with a provision for an extension, with Guidant for agency staff across service areas. Cabinet will consider whether to extend the contract for this service.	N/A		Cllr Richard Lewis	CEO - Mike Talbot		<b>NEW</b>	Private (3)
043	<b>Douay Martyrs School, Ickenham</b>	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	<b>Property Transaction</b>	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)
295 025	<b>London boroughs Postal Services Contract</b>	Cabinet will consider whether Hillingdon enters into a procurement route led by the London Boroughs of Camden and Enfield (on behalf of other London boroughs) for the provision of postal services.	All		Cllr Jonathan Bianco	RS - Tracey Taylor			Private (3)
026 b	<b>The Council's Budget - Medium Term Financial Forecast 2020/21 - 2024/25 (BUDGET FRAMEWORK)</b>	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	<b>TO FULL COUNCIL 20-Feb-20</b>	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	<b>The Schools Budget 2020/21</b>	Cabinet will be asked to agree the Schools Budget for the next financial year, following a recommendation from the Schools Forum.	All		Cllr Susan O'Brien, Cllr Jonathan Bianco & Cllr Ray Puddifoot MBE	FD - Peter Malewicz	Schools Forum		Public

## Cabinet Member Decisions expected - February 2020

055	<b>Procurement of Service to Maximise Hillingdon's Business Rates</b>	Cabinet Member approval will be sought for a framework contract for services to review and identify opportunities to increase the rateable value of the Borough and therefore increase revenue from business rates income.	All		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	FD - Maureen Pemberton			Private (3)
291	<b>Woodside Development, 401 Uxbridge Road, Hayes</b>	Delegated approval from Cabinet on 15 March 2018 was granted to progress this project which seeks to provide new homes for residents. This decision to the Leader and Cabinet Member will be to seek approval to appoint a contractor for the development of the former day care centre, along with the requisite capital release.	Townfield		Cllr Ray Puddifoot MBE / Cllr Jonathan Bianco	RS - Michael Naughton / Pardeep Gehdu			Private (3)

## Cabinet meeting - Thursday 12 March 2020

Page 26	297	<b>The servicing, repair and maintenance of gas heating installations in domestic, communal &amp; corporate properties</b>	Cabinet will consider appointing a contractor to undertake the servicing, repair and maintenance of gas heating installations in domestic, communal and corporate properties across the Borough. This would also include the servicing and maintenance of catering equipment and water booster / sewage pumps within the communal / corporate property portfolio.	All		Cllr Jonathan Bianco	RS / FD - Gary Penticost / Michael Breen	<b>NEW</b>	Private (3)
	292	<b>CCTV Service, Maintenance, Repair &amp; Upgrades</b>	Cabinet will consider appointing a single contractor to undertake the repairs, planned maintenance and upgrades for Corporate & Housing CCTV Systems going forward. These would include Town Centres, Libraries, Green Spaces, Housing sites and other Corporate sites. The Council is seeking a single contractor to carry out the work.	All		Cllr Douglas Mills	RS - Gary Penticost / Michael Breen		Private (3)

## 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 – 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

Classification: Public

Corporate Services, Commerce & Communities Policy Overview Committee – 4 February 2020

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# Multi year work programme

May 2018 - May 2022

2020

2021

Corporate Services, Commerce & Communities Policy Overview Committee	February 4	March 4	April 7	May CABINET	June 16	July 21	September 17	October 13	November 4	December CABINET	January 12	February 3
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## 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



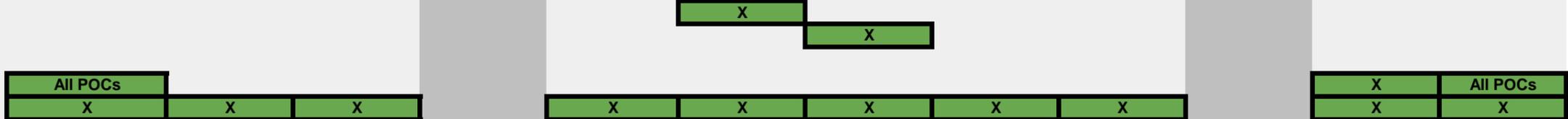
## Review D: Topic TBC

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



## Regular service & performance monitoring

Mid year Budget Update  
 Annual complaints & service update report  
 Biennial Safety Review - Sports Grounds  
 Cabinet's budget proposals for next financial year  
 Cabinet Forward Plan Monthly Monitoring



## One-off service monitoring

Officer Presentation - Climate Change  
 Future Review Topics



## Past review delivery

Recruitment  
 Homophobic, Biphobic & Transphobic Bullying  
 Broadcasting of O&S Committees  
 Local Policing & Community Safety in Hillingdon  
 Local Commerce, Employment, Skills & Job Creation



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