



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

## Councillors on the Committee

Richard Lewis (Chairman)

Michael White (Vice Chairman)

Sid Garg

Liz Kemp

Carol Melvin

Robin Sansarpuri

**Date:** THURSDAY, 12  
NOVEMBER 2009

**Time:** 7.30 PM

**Venue:** COMMITTEE ROOM 3 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE UB8  
1UW

**Meeting  
Details:** Members of the Public and  
Press are welcome to attend  
this meeting

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further information.**

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# **Policy Overview**

## **About this Committee**

This Policy Overview Committee (POC) will undertake reviews in the areas covered by the Deputy Chief Executive's Office and Finance and Resources Directorate and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider performance reports and comment on budget and service plan proposals for the Deputy Chief Executive's Office and Finance and Resources Directorate.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

## **Terms of Reference**

The Constitution defines the terms of reference for Policy Overview Committees as:

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);

Policy Overview Committees will not investigate individual complaints.

This Committee performs the Policy Overview role in relation to the following services:

1. human resources and personnel service;
2. e-Government and ICT;
3. democratic services;
4. legal services;
5. the Council's property portfolio, including property and asset acquisition and disposal, and capital programme;
6. corporate finance, including:
  - a. development of a medium term budget strategy;
  - b. scrutiny of the Council's management of its resources;
  - c. reviewing the operation of the Council's financial rules making proposals to the Cabinet and/or Council for their development
7. the Council's overall performance and corporate improvement work particularly in relation to the Comprehensive Performance Assessment and Corporate Assessment;
8. economic development and single regeneration budget;
9. the Local Strategic Partnership and Community Strategy;
10. Local Area Agreement;

11. community partnerships and the Council's voluntary sector strategy;
12. corporate aspects of diversity & equalities policy;
13. Best Value;
14. any other cross-cutting portfolios that might be created and any functions not included within the remit of the other Policy Overview Committees.

# Agenda

- 1 Apologies
- 2 Declarations of Interest
- 3 Minutes of the meeting held on 14 October 2009 (**Page 1**)
- 4 Exclusion of Press and Public  
To confirm that items of business marked Part I will be considered in public and that the items marked Part II will be considered in private.
- 5 Major Review: Impact of a Pandemic in Hillingdon and the Effects on Council Services - Draft Final Report (**Page 7**)  
To consider a draft of this Committee's final report on its review into the Impact of a Pandemic in Hillingdon and the Effects on Council Services.
- 6 Work Programme 2009/10 (**Page 35**)
- 7 Second Major Review - Consideration of Topic  
  
To give consideration to the Committee's second major review for 2009/10. Officers will submit a report on suggested topics.
- 8 Cabinet Forward Plan (**Page 37**)

# Agenda Item 3

Corporate Services & Partnerships Policy  
Overview Committee

14 October 2009

Minutes



HILLINGDON  
LONDON

	<p><b>Members Present:</b> Councillors Richard Lewis (Chairman), Sid Garg, Liz Kemp, Mary O'Connor, Robin Sansarpuri and Michael White.</p> <p><b>Apologies:</b> Councillor Carol Melvin (Councillor Mary O'Connor substituting)</p> <p><b>Officers/Witnesses Present:</b> Dr Iran Adil-Smith (Head of Risk and Radiation), Sarah Morris (Head of Access and Assessment, Adult Social Care, Health &amp; Housing), Neil Suggett (Head Teacher, Hayes Park Primary School) and Khalid Ahmed (Democratic Services Manager).</p>		
28.	<p><b>Declarations of Interest</b></p> <p>Councillor Mary O'Connor declared a Personal Interest in Agenda Item 5 – Major Review: Impact of a Pandemic in Hillingdon and the Effects on Council Services, as she was the Chairman of the London Health Commission.</p>		
29.	<p><b>Minutes of the meeting held on 8 September 2009</b></p> <p>Agreed as an accurate record.</p>		
30.	<p><b>Exclusion of the press and public</b></p> <p>It was agreed that all items of business were considered in public.</p>		
31.	<table border="1"><tr><td><p><b>Major Review: Impact of a Pandemic in Hillingdon and the Effects on Council Services and Residents – Witness Session 3</b></p><p>Members were reminded that at their last meeting officers were asked to undertake a sample survey of the Borough's educational and care establishments to find out whether business and continuity plans were in place in the event of a major pandemic. After discussions with officers of Education and Children's Services and Adult Social Care, Health &amp; Housing, the Chairman agreed that this survey not be carried out as this work was already progressing. However, Members heard evidence from two witnesses on these plans.</p></td><td><p><b>Action By:</b></p></td></tr></table>	<p><b>Major Review: Impact of a Pandemic in Hillingdon and the Effects on Council Services and Residents – Witness Session 3</b></p> <p>Members were reminded that at their last meeting officers were asked to undertake a sample survey of the Borough's educational and care establishments to find out whether business and continuity plans were in place in the event of a major pandemic. After discussions with officers of Education and Children's Services and Adult Social Care, Health &amp; Housing, the Chairman agreed that this survey not be carried out as this work was already progressing. However, Members heard evidence from two witnesses on these plans.</p>	<p><b>Action By:</b></p>
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**Dr Neil Suggett – Head Teacher of Hayes Park Primary School**

**Action By:**

Members were provided with details of the preparations which had been made by Hayes Park Primary School. Issues raised were:

- The school worked from a template which was available on the Council's intranet site when producing their business and continuity plans for a pandemic. There was an appendix attached to this template which provided details on the present swine flu pandemic
- Plans were in place for teachers to transfer to different schools dependent on the impact of the pandemic on school numbers. This was as part of the extended schools partnership of which Hayes Park Primary School was in the Yeading cluster. There was flexibility in the system to ensure the education of children was not compromised
- At this stage there had been no plans to explore the possibility of using retired teachers as back up
- No decisions had been made on vaccinations but it was likely that staff would take the vaccination if offered it
- Head Teachers of schools met regularly and there was a collaborative approach to planning should there be an upsurge in the pandemic
- Networking took place between groups of specialist teachers i.e. early years group, PE staff etc
- In relation to agencies that supplied staff to schools, it was agreed that agencies be asked to ensure there were business and continuity plans in place
- Business and continuity plans were in place for administrative and catering staff of the school
- The school would only close if the ratio of teachers to pupils fell
- Hygiene measures were in place such as posters providing guidance and information on hygiene, providing tissues, hand gels and liquid soap
- An isolation area in the school had been identified for potential swine flu pandemic victims, where parents would be asked to come and collect their children
- Pupils on field trips had also been built into the Risk Assessment procedures
- Information on swine flu and its symptoms had been communicated to parents through the school's newsletter
- There was confidence that Hayes Park Primary School would cope in the event of an upsurge in the pandemic.



	<p><b>Dr Iran Adil-Smith – Head of Risk and Radiation – Brunel University</b></p> <ul style="list-style-type: none"> <li>• Brunel University had 13,000 students with 4,000 students living on site</li> <li>• The University had already well developed business and continuity plans in place, which had been reviewed and updated as a consequence of the swine flu pandemic. This was now an annex to the University's current business and continuity plan</li> <li>• The present pandemic was part of the reporting structure for the Infectious Diseases Working Group. There was a crisis management team consisting of 14 officers with a command and control structure in place which would be implemented in an emergency</li> <li>• With a large number of students living on site the issue of containment had been investigated and some flats had been identified as potential units for isolation</li> <li>• Reference was made to the large number of foreign students who were at the University and who had no close family in the country. Procedures were in place for them to contact hall managers if they were unwell</li> <li>• All students had been issued with information sheets on the present swine flu pandemic which provided guidelines on what they should do if they believed they had the symptoms</li> <li>• Regular liaison had taken place with the PCT and Hillingdon Hospital and would continue</li> <li>• A helpline had been set up for staff to report incidents</li> <li>• Hygiene measures were in place and included notices and signs in toilets regarding the washing of hands. Hand gels have been provided in the cafeteria area. It was noted hand gels were not as effective as soap and water</li> <li>• The University looked at the repercussions of cancelling lectures as well as the impact this would have on students with young families, or students who were carers</li> <li>• Administrative staff were encouraged to know about other staff's jobs and the University had a list of recently retired staff who could be called upon in an emergency</li> <li>• In relation to communication, staff had remote access to University systems</li> <li>• The University was used for hospitality and conferences and this area was included in business and continuity plans</li> <li>• The University had a Communications Team who in the past had dealt with other serious issues. A good communications strategy was in place</li> <li>• A counselling service for students was in place</li> <li>• The University was a member of the Influenza</li> </ul>	<p><b>Action By:</b></p>
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Action By:

**Sarah Morris – Head of Access and Assessment, Adult Social Care, Health & Housing**

- A questionnaire had been sent out to 87 organisations who provided social care services based on the PCT template checklist and also a request was made for copies of contingency plans for the pandemic
- Meetings were being set up with suppliers of home services to ask some follow up questions
- Providers of services provided information on a daily basis on sickness levels of both residents and staff
- The department was part of the Strategic Influenza Pandemic Group
- In relation to vaccinations the Department was awaiting information from the PCT but preparations had been made with regard to prioritisation. Residents would be given the opportunity and encouraged to have the vaccination against swine flu. Vaccinations would also be offered to administrative, catering and cleaning staff. Subsequent to the meeting it had been confirmed that 250 vaccines would be available and this would be a one dose vaccination
- The priority for vaccinations was the PCT priority groups such as hospitals, GPs etc. The Council was awaiting confirmation with regard to its priority groups
- Hand gels had been provided for all care staff as an immediate supply of water was not always readily available
- Aprons and masks would be made available for staff if the pandemic worsened
- The Deputy Directors and the Heads of Service home and mobile telephone numbers have been given to the service managers across the department and added to the contingency plans for weekend and evening contact
- The meals on wheels service was provided by a private contractor but in an emergency multi portion meals could be provided to assist an establishment if required
- Staff had the facility to work remotely with mobile technology
- Contingency plans of agencies would be checked to ensure that there were no gaps in preparations. Subsequent to the meeting contingency plans had been received from agencies
- There was a counselling service for front line staff which would ensure they would be given support. This would be enhanced should the pandemic worsen
- Discussions had taken place with District Nurses regarding the possibility of sharing resources in the

	<p>event of an upsurge in the pandemic</p> <ul style="list-style-type: none"> <li>• Bed Management would be important in order to cope with people who would need treatment</li> <li>• The needs of those parents who cared for disabled adults would also be taken into consideration and their needs would be met</li> <li>• Specialist care agencies were used in emergencies. There would be a quick and thorough assessment of patients to see if they could be cared for in their own homes</li> </ul> <p>Members thanked the witnesses for attending the session and for the useful information they had provided.</p> <p>Members were informed that Cabinet on 15 October would be considering this Committee’s interim report on the pandemic review, which contained three recommendations requiring urgent implementation.</p> <p><b>Resolved –</b></p> <ol style="list-style-type: none"> <li>1. That the information provided by the witnesses be noted.</li> <li>2. That a draft final report of this Committee’s review into the effects of a pandemic be submitted to the next meeting of this Committee.</li> </ol>	<p><b>Action By:</b></p> <p><b>Khalid Ahmed</b></p>
<p>32.</p>	<p><b>Work programme 2009/10</b></p> <p>Members were reminded that at their meeting in June they had discussed possible review topics. Reference was made to Outer London Commission and the new London Plan. The Outer London Commission was established to help deliver one of the aspirations of the new London Plan which was to address more positively the quality of life, social, environmental and transport challenges facing outer London and provide a strategic framework to enable boroughs and others to work together to build on its many strengths.</p> <p>One of the areas the Outer London Commission was asked to look at was the development of “super hubs” such as the Heathrow area, together with the wider rejuvenation of town centres.</p> <p>Members asked that a paper be brought to the next meeting on this theme, together with information on the affects of the economic downturn on businesses and town centres within the Borough and the Council’s response to it.</p> <p><b>Resolved –</b></p>	<p><b>Khalid Ahmed</b></p>

	1. That the Work Programme be noted.	
<b>33.</b>	<b>Cabinet Forward Plan</b>  Noted.	
	<b>Meeting closed at 8.45pm</b> <b>Next meeting: 12 November 2009 at 7.30pm</b>	

These are the minutes of the above meeting. For more information on any of the resolutions please contact Khalid Ahmed on 01895 250833. Circulation of these minutes are to Councillors, Officers, the Press and Members of the Public.

## **Draft Final Report of this Committee's Major Review: Impact of a Pandemic in Hillingdon and the Effects on Council Services**

**Contact Officer:** Khalid Ahmed  
**Telephone:** 01895 250833

### **REASON FOR ITEM**

To enable the Committee to consider its findings contained in its draft final report into the review into the impact of a Pandemic in Hillingdon and the effects on Council services.

### **OPTIONS AVAILABLE TO THE COMMITTEE**

1. To make suggestions or amendments to the report and to give consideration to the proposed recommendations based on the evidence provided during the review

### **INFORMATION**

- i) The review into the impact of a Pandemic in Hillingdon and the effects on Council services commenced on 7 July 2009. Three witness sessions have taken place where Members have heard evidence from Council officers on the existing business and continuity plans which are in place to enable the Council to counteract a Pandemic. Another witness session focussed on communications and the plans which were in place in schools if there was an expected upsurge of Pandemic Flu, together with a presentation from the Primary Care Trust on the work of the Hillingdon Flu Pandemic Committee.
- ii) As a result of the first two witness sessions and because of the urgent need to implement recommendations, an interim report of the review was considered by Cabinet at its meeting on 15 October.
- iii) Cabinet agreed the following:
  1. *“That Cabinet ask officers to consider, if feasible, the following initial recommendations of the Corporate Services & Partnerships Policy Overview Committee which relate to their review into the effects of a pandemic in Hillingdon and the effects on Council services:*
    - a) *That a skills and knowledge audit be undertaken of the Council's workforce to build up a computerised database. This information to include details about staff who have been vaccinated against the swine flu virus, those who have had swine flu, those with children*

*and childcare responsibilities, those staff who were front line staff and those that come into contact with the public.*

- b) That enhancements be considered to the Council's Constitution to provide further contingency arrangements for the decision making processes of the Council, in consultation with the Leader of the Council.*
- c) In order to mitigate the impact of a major pandemic, officers ensure that business and continuity plans are in place at all educational and care establishments operating within the borough. This includes but is not limited to playgroups, nurseries, schools, further education and higher education establishments as well as social care homes.*

*2. That progress on implementing the above is reported back to Cabinet as and when the Policy Overview Committee submits its final report."*

- iv) At the last witness session Members heard evidence from an officer from Adult Social Care, Health and Housing who provided Members with details of the business and continuity plans for the service and which indicated that the Council was well prepared in this respect. In addition at the last meeting Members heard evidence from a representative from Brunel University and from the Head Teacher of Hayes Park Primary School who provided reassurance to the review that the organisations were well prepared for a Pandemic.
- v) This draft final report contains details on the overall review, together with some draft recommendations for Members to discuss.

## **PAPERS WITH THE REPORT**

Draft of the Review's Final Report - Appendix 1



# HILLINGDON

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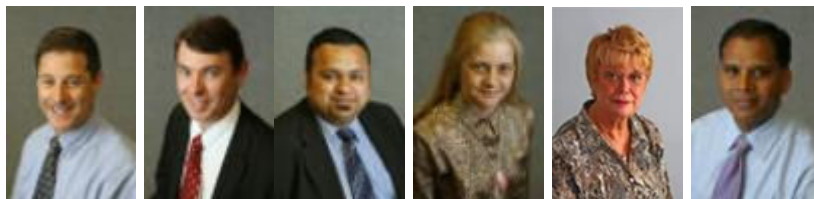
## CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE

2009/10

### IMPACT OF A PANDEMIC IN HILLINGDON AND THE EFFECTS ON COUNCIL SERVICES

#### *Members of the Committee*

Cllr Richard Lewis (Chairman)  
Cllr Michael White (Vice Chairman)  
Cllr Sid Garg  
Cllr Elizabeth Kemp  
Cllr Carol Melvin  
Cllr Robin Sansarpuri



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## CHAIRMAN'S FOREWORD



Our review into the Impact of a Pandemic in Hillingdon and the Effects on Council Services started at the time when the world has been affected by the outbreak of a Swine Flu Pandemic. The review has therefore been timely and provided Members with an opportunity to review the existing procedures and planning which the Council has in place in the event of an emergency, such as a Pandemic. The review has found that the Civil Protection Policy of the Council has been planning for a Pandemic for a number of years and this review's recommendations should be reflected in this policy.

We have closely examined evidence from a number of stakeholders with a view to ensuring that the Council's business and continuity plans are in place to ensure that Council services will not be adversely affected if a Pandemic severely affects the Council workforce and the services provided.

The review has found that the Council is being proactive in its preparations for a Pandemic, working closely with the PCT and the Hillingdon Influenza Pandemic Committee and the recommendations we have made will strengthen the Council's business and continuity plans to ensure there is minimum disruption to Council services in the event of a major Pandemic.

I would like to thank the witnesses who gave evidence and the officers who supported us during this review.

A handwritten signature in blue ink, appearing to read 'A. Lewis'.

## **RECOMMENDATIONS**

After consideration of all the evidence presented as part of the review, we have made the following recommendations to Cabinet. It should be noted that an interim report of the review was considered by Cabinet at their meeting on 15 October 2009, where officers were asked to consider the feasibility of three recommendations of the review. [Recommendations 2, 3 and 6]

### **RECOMMENDATION 1**

**That important information regarding a Pandemic be communicated to all staff and not just to managers, to ensure the full cascading of important information during a Pandemic.**

### **RECOMMENDATION 2**

**That a skills and knowledge audit be undertaken of the Council's workforce to build up a computerised database. This information to include details about staff who have been vaccinated against the swine flu virus, those who have had swine flu, those with children and childcare responsibilities, those staff who were front line staff and those that come into contact with the public.**

**[This recommendation was considered by Cabinet on 15 October 2009 in this Committee's interim report]**

### **RECOMMENDATION 3**

**That enhancements be considered to be made to the Council's Constitution to provide further contingency arrangements for the decision making processes of the Council, in consultation with the Leader.**

**[This recommendation was considered by Cabinet on 15 October 2009 in this Committee's interim report]**

### **RECOMMENDATION 4**

**That, subject to the longevity of the present swine flu Pandemic, consideration be given to preventative measures being taken in Polling Stations and at the Election Counts, for both the Local and General Elections in 2010.**

**RECOMMENDATION 5**

**That the Council and PCT continue to give urgent consideration and priority to administering the swine flu vaccine to essential front line Council staff to ensure the continuity of the delivery of services.**

**RECOMMENDATION 6**

**To mitigate the impact of a major Pandemic, officers ensure that business and continuity plans are in place at the Borough's educational and care establishments. This includes but is not limited to playgroups, nurseries, schools, further education and higher education establishments as well as social care homes.**

**[This recommendation was considered by Cabinet on 15 October 2009 in this Committee's interim report]**

**RECOMMENDATION 7**

**That due to the fast moving situation in relation to the present Swine Flu Pandemic, delegated authority be given to the Chairman of the Policy Overview Committee in consultation with officers, to update this review based on any changes which may be required.**

**INTRODUCTION**

The Corporate Services & Partnerships Policy Overview Committee began its review into the impact of a Pandemic in Hillingdon and the effects on Council services at its meeting on 7 July 2009.

The review was topical as in the summer of 2009 the World Health Organisation had issued an alert over a swine flu virus which had originated in Mexico and spread to all parts of the world, including this country.

The Government has judged that one of the highest current risks to the UK is the possible emergence of a human influenza pandemic – that is the rapid worldwide spread of influenza caused by a novel virus to which people would have no immunity, resulting in serious harm to human health, and wider social and economic damage and disruption.

**WHAT IS A PANDEMIC?**

An influenza pandemic occurs when a novel influenza virus appears, against which the human population has little or no immunity. Influenza is one of the most difficult infectious diseases to control because the virus spreads easily from person to person via the respiratory route when an infected person talks, coughs or sneezes. The incubation period is in the range of one to four days. Historical evidence suggests that one person infects about two others on

average and that influenza spreads particularly rapidly in closed communities such as schools or residential homes.

Influenza poses a serious danger for high risk groups (the very young, the elderly and the chronically ill and some disabled people).

Pandemics can cause major social and economic damage and disruption. Social disruption may be greatest when rates of absenteeism impair essential services.

<sup>1</sup>The first wave of the swine flu pandemic saw a peak in mid to late July with estimates of over 100 new cases a week in England by the end of July. Numbers then declined rapidly and continued at a fairly low level until early September. From around the middle of September the numbers have started to increase again, but less quickly than in the first wave of the Pandemic. Projections suggest that we may now be experiencing the predicted second wave of swine flu.

Planning assumptions suggest that the worst case clinical attack rate across the population as a whole is 12%, which means that in the peak week of the pandemic up to 1.5 million people may become ill and 5% of people could be absent from work.<sup>2</sup>

On a local level the projections<sup>3</sup> was that 700 plus people would end up in hospital.

As of 29 October, there were 78,000 new Swine Flu cases in that week, which was up from 53,000 the previous week. The latest official figures for England also show that the number of people needing critical care has jumped substantially, rising to 157 patients – the highest number since the emergence of Swine Flu.<sup>4</sup>

## **WHAT WILL THE IMPACT OF A PANDEMIC BE?**

In the absence of early or effective interventions, society is likely to face much wider social and economic disruption, significant threats to the continuity of essential services, lower productivity levels, shortages and distribution difficulties.

Individual organisations such as local authorities may also suffer from the Pandemic's impact on business and services. Difficulties in maintaining business and service continuity will be exacerbated if the virus affects those of working age more than other groups, and fear of infection, illness, care-

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<sup>1</sup> Department of Health – Swine Flu – Guidance for Planners – 22 Oct 2009

<sup>2</sup> Note this is in addition to normal winter absence rates

<sup>3</sup> PCT witness – 8 September 2009

<sup>4</sup> NHS Choices [www.nhs.uk/news](http://www.nhs.uk/news) - 29 October 2009

providing responsibilities, stress, bereavement and potential travel disruption are likely to lead to higher levels of staff absence.

High levels of public and political concern, general scrutiny and demands for advice and information are inevitable at all stages of a pandemic.

### **AIM OF THE REVIEW**

To review how the Council has prepared for a pandemic in terms of the effects on Council services, including schools and further education establishments.

### **TERMS OF REFERENCE**

1. To examine the local resilience and response plans which are in place for this Council to respond to a Pandemic.
2. To examine how the Council could mitigate the impact of a Pandemic on Council staff and the services provided.
3. To examine the multi-agency planning for a Pandemic and looking at any gaps which may exist in the delivery of services?
4. To examine the working practices that the Council will require during a Pandemic to ensure a minimum disruption to Council services.
5. To examine the priority services which the Council and its partners will need during a pandemic to vulnerable people in conjunction with its partners.
6. To make recommendations from the above investigations, in relation to the resilience and planning processes for this Council's response to a Pandemic.

### **REASONS FOR THE REVIEW**

It was widely reported in the spring of 2009 that the World Health Organisation has raised the alert over swine flu to Pandemic status. Swine flu originated in Mexico and has spread rapidly to other parts of the world, including this country.

As the Port Authority for Heathrow Airport, the Council already has well developed plans in place for this type of issue and the Council works with the Health Protection Agency and other partners to put necessary measures in place. This review is therefore timely in that it will seek to examine whether the Council could do more to mitigate the effects of a Pandemic on Council services and residents.

Part of the review examined the existing arrangements the Council has in place for dealing with Pandemic Influenza as detailed in the London Regional Resilience Flu Pandemic Response Plan and the work carried out by the Council's Civil Protection Service. The review will contribute to ensuring preparations are in place to enable the Council to provide essential services to residents, particularly the most vulnerable, during a Pandemic.

## **KEY ISSUES**

1. What business continuity and contingency plans have the Council in place to ensure that critical services and outputs continue to be delivered throughout a Pandemic?
2. What is the multi-agency approach to a Pandemic, particularly in relation to the provision of essential services to residents?
3. What will the effects of a pandemic be on Hillingdon PCT's budget? How will providing both Tamiflu and/or vaccines to patients affect the financial deficit of the PCT?
4. What operational plans will the Council have in place should a Pandemic widely affect the Council's workforce? What advice would be given to staff who meet the public face-to-face and what safeguards would be put in place? How would staff commute to work if public transport is affected?
5. Are the command structures, roles and responsibilities during a Pandemic clear?
6. Would flexible working be encouraged such as home or remote working and would the Council have the IT infrastructure to enable this to happen?
7. To some extent the level of staff absence during a Pandemic depends on the demographics of the Council's work teams and the numbers who have childcare or family responsibilities. What estimates can be made of the likely numbers of the Council's workforce this will include?

## **METHODOLOGY**

For the review witness sessions took place on 23 July, 8 September and 14 October 2009 and consisted of the following witnesses:

### **23 July 2009**

Mike Price – Civil Protection Manager, LBH  
Steve Palmer – Head of ICT, LBH  
Amanda Marsh – Head of Human Resources, LBH  
John Purcell – Bereavement Manager, LBH  
Lloyd White – Head of Democratic Services, LBH

### **8 September 2009**

Kevin Mullins – Executive Director for Flu Resilience, Hillingdon Primary Care Trust

Andrew Scott – Head of Human Resources, Uxbridge College

Sarah Harty – Head of Resources, Policy & Performance, Education and Children's Services, LBH

Emma Marsh – Deputy Head of Communications, LBH

Steve Smith – Head of Facilities Management, LBH (written evidence)

**14 October 2009**

Dr Neil Suggett – Head Teacher of Hayes Park Primary School

Dr Iran Adil-Smith – Head of Risk and Radiation, Brunel University

Sarah Morris – Head of Access and Assessment, Adult Social Care, Health & Housing, LBH

In addition to hearing evidence from witnesses, Members were provided with the following reading material which provided useful background information to the review

- London Regional Resilience Flu Pandemic Response Plan – Special Arrangements for Dealing with Pandemic Influenza in London
- London Borough of Hillingdon – Council's Response to Swine Flu
- Australian Government – Department of the Prime Minister and the Cabinet – National Action Plan for Human Influenza Pandemic
- Improvement and Development Agency – Swine Flu Information for Elected Members
- Improvement and Development Agency – Swine Flu: Crisis Management
- Department of Health: Swine Flu – UK Planning Assumptions (a number throughout the review)

**EVIDENCE AND FINDINGS**

**WHAT HAS THE COUNCIL ALREADY IN PLACE?**

At two of our witness sessions, the focus of the review was on the business and continuity plans that the Council already has in place in the event of a major Pandemic. The Council has been planning for a Pandemic for a number of years, both at a local and a pan-London level.

The evidence we received from the Council's Civil Protection Manager provided the main background to the review and gave details of where preparations were at.

- Hillingdon Primary Care Trust was the lead agency for a Pandemic in the Borough

- The Council has an Influenza Pandemic Group and a Flu Working Group which meets weekly. There is a “Gold Officer” rota which operates 24 hours a day and which could make strategic level decisions
- Reference was made to the London Regional Resilience Flu Pandemic Response Plan and other pandemic documents, which have guided the Council’s planning
- The Council’s Corporate Communications Team will be heavily involved and would make sure communication links are clear with the Council’s multi-agency partners
- Reference was made to the hygiene information which has been given to staff. This includes the covering of noses and mouths with a tissue when a person coughs or sneezes and throwing the tissue in the bin after it was used. Washing hands frequently with soap and water, especially after coughing and sneezing on hands, and after going to the toilet. The cleaning of keyboards, phones and desks before finishing work with surface disinfection wipes. This was particularly important for staff who “hot desked”
- Those staff that do not have easy access to hand washing facilities will be issued with hand gels. Hand gels will also be positioned at entrances to Council buildings to enable members of the public and visitors to use them
- Work was underway to source mass communications and business continuity software. This follows the identification of a capability gap during snow and power failure events in early 2009. This software will be extremely beneficial not only during a pandemic but also during any other emergency / business continuity response

Our review found that during a Pandemic communication within the Council is very important. The evidence provided by the Deputy Head of Communications of the Council (**see appendix**) suggested that the communication strategy at the Council is good, with the Council working closely with the PCT on the present pandemic. Regular updates were provided on the present swine flu Pandemic on the Council’s intranet site, at team briefings and via emails to managers. However, to ensure the full cascading of important information regarding for instance hygiene and other mitigation measures against the spread of a virus, communication should be passed to all staff and not just to managers. This will ensure important information was getting through to all staff and to enable a total awareness of the issues across the workforce.

## **RECOMMENDATION 1**

**That important information regarding a Pandemic be communicated to all staff and not just to managers, to ensure the full cascading of important information during a Pandemic**



The hygiene measures which the Council puts in practice are of great importance in limiting the effects of a Pandemic. The Council's Head of Facilities Management provided our review with details of what has been put in place to mitigate the present swine flu Pandemic. These measures are:

- Additional cleaning has taken place. The cleaning specification in the Civic Centre has been varied within the terms of the cleaning contract at no additional cost to the Council. This has involved additional touch cleaning of all wc facilities, over and above their usual daily clean
- Notices have been displayed at various locations, particularly in toilets, advising staff to regularly wash their hands and providing details on the correct way of doing so.
- £10,000 has been spent on additional preventative measures which include the procurement and distribution of desk and surface wipes across the Council. This includes areas such as Civic Centre Phase reception and toilets, plus all Civic Centre public facing toilets.
- Hand gels have been installed in reception areas in over 40 locations across the Borough
- Sterilisation has taken place in all office areas where there has been confirmed cases of swine flu, using a mist of anti-viral chemicals
- Work is taking place with the Council's Facilities Management provider to ensure they have robust business continuity processes in place to cover for staff absences.
- The Council has offered to provide the swine flu vaccination service to essential Facilities Management employees or those of their partners, providing front line services in key areas such as Children's residential premises, Special Schools and Early Years Centres, recognising the role these staff groups play in the daily functioning of 'life and limb' services to residents of the Borough

An important part of the planning process for an emergency situation would be the back-up the Council would have for its Information and Communications Technology. The Council's Head of Information and Communications Technology provided details of the contingency plans which are in place.

- The Council's IT facilities and Customer Contact Centre have emergency planning for a number of scenarios. Mutual aid was available from neighbouring West London Councils
- If the Civic Centre's IT network was not available there was a private network the Council could use which was used across London
- Priority applications would be run and remote access could be given for around 75 staff
- The staff in public facing services such as the Customer Contact Centre were multi-skilled. Home working would be an option to reduce the threat of the spread of a virus
- Multi-skilled staff have been trained in areas such as Council Tax to enable these essential services and duties to be carried out. Provision

- has been made if there was a serious escalation of the present flu pandemic to transfer staff to those essential front line services
- Communications take place through the Council's intranet site but information would be communicated through team briefings. HR would provide updates on the intranet as they were presently doing with the swine flu pandemic
- The storing of electronic information off site was being looked at
- There was provision within Breakspear Crematorium for IT backup

An important consideration will be the HR policies the Council has in place, particularly in relation to the managing attendance policy. The repercussions of a Pandemic will be far reaching and will affect those staff who contract a flu virus, those staff who are parents or who are carers, those staff who are reliant on public transport etc.

The Council's Head of Human Resources gave our review details of the managing attendance arrangements which currently existed during this present swine flu pandemic.

- At the present time there are no plans to change the present policy in relation to trigger levels for sickness absence and the payback scheme, although the situation will continue to be monitored
- In relation to those people who will have to stay at home to care for a family member who has flu, no special provision has been made at this stage. Staff will have to take special or unpaid leave. However if the effects of the pandemic increase and there was a major impact on Council staff, each case would be looked at on an individual basis and the policy could change. This was in keeping with other London authorities.
- During a major pandemic the managing attendance policy will have to be flexible and consideration will have to be given to cost implications and balance this with sensitivity
- Regular reports of swine flu cases within the Council was reported to the London control room which fed into the national statistics
- Performance management targets could be affected if Council staff were majorly affected by a pandemic
- The redeployment of staff will be looked at to enable essential front-line services to be maintained. However, it will need to be ensured that staff had the necessary skills and the appropriate CRB checks.

Our review's remit was to ensure that a Pandemic did not impact on Council front line services and Members agreed that it was important that front line services be maintained. To enable this the Council could transfer staff who have the necessary skills into these areas if a Pandemic impacted on front line staff.

## RECOMMENDATION 2

**That a skills and knowledge audit be undertaken of the Council's workforce to build up a computerised database. This information to include details about staff who have been vaccinated against the swine flu virus, those who have had swine flu, those with children and childcare responsibilities, those staff who were front line staff and those that come into contact with the public.**

**[This recommendation was considered by Cabinet on 15 October 2009 in this Committee's interim report. The Cabinet was made aware that the Head of Human Resources had discussed with the officer Strategic Pandemic Influenza Group the best way of assembling the information required to undertake a skills audit. Members may wish to note that work is already taking place across the Council to identify key skill areas. Individual departments also hold such information.**

**Human Resources already collect data on Swine Flu cases swiftly and it is also feasible that data on those vaccinated can be collated when the vaccination programme starts in earnest.**

**In terms of a central database, the current HR/Payroll system (Resourcelink) as it has been configured for Hillingdon does not have a means for recording employee skills, vaccinations, childcare responsibilities and those staff who are front line at the present time.**

**The Head of Human Resources has therefore concluded that the most appropriate means of gathering the information required, without additional resource implications, would be by way of using existing data bases across the Council.**

**Members may also like to note that in addition to this, the Civil Protection Service have now provided a list of skills relevant to the need to maintain priority services. Work is now proceeding to identify information sources that would enable the Council to draw up a list of actual employees possessing the skills required. ]**

An important and sensitive area the Council is responsible for is the Bereavement Service. During a Pandemic this service could be severely stretched having to deal with a greater number of deaths. The Council's Bereavement Manager gave our review a summary of the plans which are in place for a Pandemic

- Bereavement Services comprises of Breakspear Crematorium, cemeteries and the mortuary. The crematorium has two qualified technicians, with five in reserve. Staff were multi-skilled and if needed, the crematorium could operate 24 hours a day

- The breakdown of funeral arrangements is currently 70% of people are cremated and 30% buried. Burials have been outsourced
- Mortuary storage is limited but in the event of an emergency, legislation could be passed to enable the use of mass graves. For increased numbers extra storage space could be provided and the service will work closely with neighbouring authorities
- In relation to post mortems for people who have died of swine flu, staff wore protective clothing and face masks. This is because the swine flu virus stays alive for 24 hours after the person has died
- Cremations could be speeded up from 30 minute slots down to 10 minute slots if the numbers increase
- In case of orders that there should be no congregating of crowds, funerals could be limited to immediate family and the service webcast to family and friends enabling them to be able to watch and/or participate in the service
- Burials in mass graves could be initiated if required as a last resort

The decision making process for a local authority will still have to be maintained in the event of a pandemic and our review was provided with information from the Council's Head of Democratic Services who also has responsibility for Registrars.

- Robust contingency plans are in place for Registrars in the event of an increase in deaths caused by a pandemic
- Extra stationery is available, other administrative staff within Democratic Services could be used to assist in registering an increased number of deaths which may result from a pandemic
- For May 2010 for the local elections mitigation measures will be required in polling stations and at the count with hand gels etc. Further planning will be needed for this
- Provision will be made in the Council's Constitution to enable the Council's decision making process to continue in the event of meetings being inquorate due to a pandemic
- Web casting of meetings could be an option to mitigate the spread of a virus

If a Pandemic reaches a level whereby it impacts on the Council's decision making framework, contingency arrangements will be required to enable the functions of the Council to be maintained. The Council's Constitution sets out how the Council operates, how decisions are made, and the procedures that are followed to ensure that they are efficient, transparent and accountable to local people.

The Constitution at present states that the quorum for meetings be as follows:

- Council meetings, the quorum of a meeting will be  $\frac{1}{4}$  of the whole number of Members

- Committee meetings, the quorum of a meeting will be 1/3 of the whole number of Members of the body concerned or 3 Members of the Committee whichever is the greater
- Audit Committee the quorum shall be 4 Members of the Committee
- The Cabinet, the quorum is ¼ of the total number of Members of the Cabinet, or 4, whichever is the larger
- For Policy Overview Committees and Scrutiny Committees the quorum shall be half of the whole number of the Committee

In relation to key decisions taken by the Cabinet, as circumstances require and to cover planned and unplanned absences, the Leader of the Council may assign Cabinet portfolio responsibilities from one Cabinet Member to another. In addition under the Council's Scheme of Delegation for Cabinet Members, the Deputy Leader deputises for the Leader in his absence.

The existing provisions are adequate for most eventualities, but in extreme emergencies, such as, if there is a major pandemic, further emergency measures are needed to be put in place to ensure the primary business of the Council can be conducted. Officers should be asked to investigate this, in consultation with the Leader of the Council, and provision should be made in the Constitution.

In Democratic Services a comprehensive Business Continuity Plan has already been put in place in the event of a major incident affecting the Civic Centre. The plan provides for the fast cascade of information and actions to Councillors and staff, contains full contact details for everyone and lists in detail the human and physical resource requirements for the service, if it needs to either be temporarily relocated or set up again from scratch. Such a plan will enable the service to continue to provide support to the decision-making, committee and support functions critical to the Council. Managers in Democratic Services also hold the plan at their home or other address away from the Civic Centre for obvious reasons.

### **RECOMMENDATION 3**

**That enhancements be considered to be made to the Council's Constitution to provide further contingency arrangements for the decision making processes of the Council, in consultation with the Leader.**

**[This recommendation was considered by Cabinet on 15 October 2009 in this Committee's interim report]**

The forthcoming Local Elections for May 2010, and the General Election which is due to be held sometime in 2010 will involve thousands of electors accessing Polling Stations, which will be manned by hundreds of Polling Station staff. In addition the Election count will involve the congregation of many Count staff, candidates and their supporters and members of the public.

Preparations should be made to mitigate as far as possible the impact of the present swine flu pandemic with such a large gathering of people at various locations.

#### **RECOMMENDATION 4**

**That, subject to the longevity of the present swine flu Pandemic, consideration be given to preventative measures being taken in Polling Stations and at the Election Counts, for both the Local and General Elections in 2010.**

#### **THE ROLE OF HILLINGDON PRIMARY CARE TRUST (PCT)**

Hillingdon PCT is the lead agency in the Borough for managing a Pandemic and the Council works very closely with them to ensure plans are in place. The PCT is the lead agency for the Hillingdon Influenza Pandemic Committee which involved public bodies within the Borough. Details of the evidence submitted by the Executive Director for Flu Resilience at the PCT are included in the **appendix** to this report.

The main issues raised were in relation to the vaccination programme and the entitlement of Council staff to it. Our review was informed that there was an anticipated second wave of swine flu in the autumn. At the end of October 2009, General Practice surgeries throughout the Borough began vaccinating residents, starting with those considered most at risk of complications from the pandemic.

The vaccination of key frontline health staff at Hillingdon Hospital has started, with staff at the paediatric and obstetric units being amongst the first to be offered the vaccine to protect themselves and patients. Our review was concerned with staff employed by the Council and when they would be vaccinated against swine flu. The review was informed that the second string of priority groups for vaccinations will involve Council staff such as those who provided meals on wheels, social care staff, Facilities Management contractor staff, teachers etc.

#### **RECOMMENDATION 5**

**That the Council and PCT continue to give urgent consideration and priority to administering the swine flu vaccine to essential front line Council staff to ensure the continuity of the delivery of services.**

#### **SCHOOLS, FURTHER EDUCATION COLLEGES AND SOCIAL CARE ESTABLISHMENTS IN THE BOROUGH**

The impact of a Pandemic on the Borough's educational and care establishments was a major part of our review as it was anticipated that the

second wave of the Swine Flu Pandemic would arise at the start of the autumn school term.

Our review heard evidence from a number of education professionals which included the Head of Resources, Policy & Performance, Education and Children's Services (**see appendix**) who provided our review with information on the department's role in overseeing schools and children's homes within the Borough.

The review was particularly concerned with the impact a Pandemic would have on the gathering of a large number of people, such as within a school. Evidence did suggest that children will have no residual immunity to the swine influenza and the virus was likely to spread rapidly. This may result in the closure of schools which would not only affect the children and staff, but would also impact on services and businesses dependent on working parents.

Our review found that Education and Children's Services Department had worked closely with the Council's Communications' Team and the Civil Protection Team in devising a template for schools to produce their business and continuity plans. This also applied to Children's Homes and Respite Care.

The role of the central Education and Children's Services Department was to provide leadership and guidance to schools and children's homes and the individual schools were responsible for their own management, which included their preparations for a Pandemic.

Our review also heard evidence from the Head Teacher of Hayes Park Primary School, the Human Resources Director of Uxbridge College, the Head of Risk and Radiation at Brunel University (**see appendix**) who all offered reassurance that effective business and continuity plans were in place at their establishments.

In addition the review heard evidence from the Head of Access and Assessment for Adult Social Care and Housing who provided the review with the plans which were in place for social care services within the Borough (**see appendix**).

In relation to organisations that provided social care services, our review was informed that some 87 organisations have been contacted with a request to send copies of their contingency plans for a Pandemic to the Council. This will also extend to agencies that supplied homes with agency staff, to ensure there were no gaps in preparations. This work was progressing with the department working closely with the PCT.

Preparations have been made with regard to prioritisation of staff for vaccinations, subject to further information from the PCT. Residents of care homes will be given the opportunity and will be encouraged to have the

vaccinations against the present swine flu virus. This will also be offered to administrative, catering and cleaning staff.

To ensure plans were being prepared in all schools, other educational establishments (including nurseries and playgroups), as well as all social care establishments, the review agreed this should be given the highest priority to ensure the effects of a pandemic can be mitigated.

Areas which should be included in business and continuity plans are:

- Agreed roles and responsibilities
- A list of minimum staffing requirements to ensure the provision of the establishment's services
- Essential work which would be required to continue
- Which work was of a lesser priority which could be reduced during a pandemic or even not be carried out
- Is there agreement on communication processes

Additionally in relation to individuals, have these organisations undertaken a skills and knowledge audit to ensure essential services are covered if staff are off sick? This to include:

- Cover arrangements
- A list of staff contact details
- Those staff with childcare or care responsibilities
- Working arrangements if there were transport disruptions
- Flexible working policies i.e. home working, remote working

## **RECOMMENDATION 6**

**To mitigate the impact of a major Pandemic, officers ensure that business and continuity plans are in place at the Borough's educational and care establishments. This includes but is not limited to playgroups, nurseries, schools, further education and higher education establishments as well as social care homes.**

**[This recommendation was considered by Cabinet on 15 October 2009 in this Committee's interim report]**

As the review was nearing its end, the projections from the Department of Health was that the second wave of the Swine Flu Pandemic would affect a much larger number of people. With the situation changing on a weekly basis and the need for particular areas of the review to be updated, it will be necessary for changes to be made as and when required.



**RECOMMENDATION 7**

**That due to the fast moving situation in relation to the present Swine Flu Pandemic, delegated authority be given to the Chairman of the Policy Overview Committee in consultation with officers, to update this review based on any changes which may be required.**

**CONCLUSIONS**

**TO BE WRITTEN**

**FINANCIAL IMPLICATIONS**

Those recommendations that may incur a financial commitment from the Council are as follows:

**APPENDIX – Evidence from Witnesses**

**Deputy Head of Communications, LBH**

- Both the PCT's and Council's Communications Teams worked closely during the present pandemic
- The Team had been working closely with civil protection officers since the swine flu virus
- The Council's intranet had information and advice for staff on the present swine flu pandemic. There was a questions and answers section for managers
- Updates were provided at monthly team meetings for managers as well as regular updates on the Council's newsletter which was sent to all staff
- The major learning that had come out of the death of the pupil was that it was important to make sure that contacts and roles had been sorted out to enable quick and effective working with a variety of people
- It was important that staff were aware of the procedures
- The vaccination process would be managed through the Council's intranet
- Re-assurances would need to be given regarding the advantages of the vaccination
- Occupational Health were devising a vaccination strategy to offer vaccinations to all Council staff that fit the national eligibility criteria

**Executive Director for Flu Resilience, Hillingdon Primary Care Trust**

- There was an anticipation of a second wave of swine flu in the autumn and preparations were under way with vaccinations ready in mid October
- There were 22 community pharmacists and there would be a number of street pharmacists
- The current planning focuses on workforce issues, communications, prevention, prioritisation and recovery
- Reference was made to the Department of Health planning assumptions which provided details of the potential effects of the infection and the stand out figures were that the projected case fatality rate was up to 0.1% of clinical cases
- The projection was that 700 plus people would end up in hospital. The treatment of children would be challenging as there was less specialist paediatric staff
- The severity of the pandemic had been downgraded
- Heathrow Airport had their own contingency plans and the PCT was geared up to support them

- The vaccination programme would initially be aimed at at risk individuals aged 6 months to 65 years, pregnant women, household contacts of immuno compromised individuals, people aged 65 + years and in at risk groups and frontline health and social care staff
- The vaccine would be administered in two doses, three weeks apart and school nurses and occupational health staff would be used to give the vaccine
- On one of these occasions the Seasonal Flu vaccine could also be given
- Discussions would be taking place with GPs regarding administering the vaccine as there would be a cost implication but nevertheless it would be given free of charge to the patient
- The vaccination programme would have a significant impact on the PCT's budget and the PCT would have to look at all options in terms of delivering the programme
- The second string of priority groups for vaccinations would involve Council staff such as staff involved in meals on wheels, Facility Management contractor staff, teachers etc
- The local NHS Trusts that provided services for Hillingdon residents were part of the reporting structure which was overseen by the Hillingdon Influenza Pandemic Committee and the PCT would take control once "gold alert" had been reached in the command and control chain
- A skills audit had been undertaken and a number of the Administrative staff had medical skills and expertise and these would be utilised on patient facing services if required

**Head of Resources, Policy & Performance, Education and Children's Services, LBH**

- That the Head of Resources, Policy & Performance's remit included overseeing schools and children's homes and her role was of leadership and guidance. Schools were individually managed but the department's website included information regarding business continuity
- Work had taken place with the Communications Team and the Civil Protection Team on devising a template for schools to produce their business and continuity plans
- There was an option of schools working in clusters to provide business and continuity in an area and the sharing of roles and responsibilities
- In relation to Children's Homes and Respite Care, the prioritisation of services was being looked as well as prioritising staff for the vaccinations

**Head Teacher of Hayes Park Primary School**

- The school worked from a template which was available on the Council's intranet site when producing their business and continuity plans for a pandemic. There was an appendix attached to this template which provided details on the present swine flu pandemic
- Plans were in place for teachers to transfer to different schools dependent on the impact of the pandemic on school numbers. This was as part of the extended schools partnership of which Hayes Park Primary School was in the Yeading cluster. There was flexibility in the system to ensure the education of children was not compromised
- At this stage there had been no plans to explore the possibility of using retired teachers as back up
- No decisions had been made on vaccinations but it was likely that staff would take the vaccination if offered it
- Head Teachers of schools met regularly and there was a collaborative approach to planning should there be an upsurge in the pandemic
- Networking took place between groups of specialist teachers i.e. early years group, PE staff etc
- In relation to agencies that supplied staff to schools, it was agreed that agencies be asked to ensure there were business and continuity plans in place
- Business and continuity plans were in place for administrative and catering staff of the school
- The school would only close if the ratio of teachers to pupils fell
- Hygiene measures were in place such as posters providing guidance and information on hygiene, providing tissues, hand gels and liquid soap
- An isolation area in the school had been identified for potential swine flu pandemic victims, where parents would be asked to come and collect their children
- Pupils on field trips had also been built into the Risk Assessment procedures
- Information on swine flu and its symptoms had been communicated to parents through the school's newsletter
- There was confidence that Hayes Park Primary School would cope in the event of an upsurge in the pandemic.

### **Head of Human Resources of Uxbridge College**

- Risk assessments have taken place to identify essential services which would be required and these would include Teaching and Learning, IT Services, Financial Administration and Payroll
- Flu vaccinations will be offered and paid for by the college once the vaccine was available
- The pandemic would have an impact on transport and Members asked that the College gave consideration to providing additional car parking at the College

- Communication with employees, students and parents would be by email and through the College website
- Actions taken to maintain services would include combining course groups so that one lecturer could cover two classes, greater use of Agency Lecturers to cover sickness, extending the number of staff working from home and accessing the College's IT system and emails.

### **Head of Risk and Radiation – Brunel University**

- Brunel University had 13,000 students with 4,000 students living on site
- The University had already well developed business and continuity plans in place, which had been reviewed and updated as a consequence of the swine flu pandemic. This was now an annex to the University's current business and continuity plan
- The present pandemic was part of the reporting structure for the Infectious Diseases Working Group. There was a crisis management team consisting of 14 officers with a command and control structure in place which would be implemented in an emergency
- With a large number of students living on site the issue of containment had been investigated and some flats had been identified as potential units for isolation
- Reference was made to the large number of foreign students who were at the University and who had no close family in the country. Procedures were in place for them to contact hall managers if they were unwell
- All students had been issued with information sheets on the present swine flu pandemic which provided guidelines on what they should do if they believed they had the symptoms
- Regular liaison had taken place with the PCT and Hillingdon Hospital and would continue
- A helpline had been set up for staff to report incidents
- Hygiene measures were in place and included notices and signs in toilets regarding the washing of hands. Hand gels have been provided in the cafeteria area. It was noted hand gels were not as effective as soap and water
- The University looked at the repercussions of cancelling lectures as well as the impact this would have on students with young families, or students who were carers
- Administrative staff were encouraged to know about other staff's jobs and the University had a list of recently retired staff who could be called upon in an emergency
- In relation to communication, staff had remote access to University systems
- The University was used for hospitality and conferences and this area was included in business and continuity plans

- The University had a Communications Team who in the past had dealt with other serious issues. A good communications strategy was in place
- A counselling service for students was in place
- The University was a member of the Influenza Pandemic Committee

**Head of Access and Assessment, Adult Social Care, Health & Housing, LBH**

- A questionnaire had been sent out to 87 organisations who provided social care services based on the PCT template checklist and also a request was made for copies of contingency plans for the pandemic
- Meetings were being set up with suppliers of home services to ask some follow up questions
- Providers of services provided information on a daily basis on sickness levels of both residents and staff
- The department was part of the Strategic Influenza Pandemic Group
- In relation to vaccinations the Department was awaiting information from the PCT but preparations had been made with regard to prioritisation. Residents would be given the opportunity and encouraged to have the vaccination against swine flu. Vaccinations would also be offered to administrative, catering and cleaning staff. Subsequent to the meeting it had been confirmed that 250 vaccines would be available and this would be a one dose vaccination
- The priority for vaccinations was the PCT priority groups such as hospitals, GPs etc. The Council was awaiting confirmation with regard to its priority groups
- Hand gels had been provided for all care staff as an immediate supply of water was not always readily available
- Aprons and masks would be made available for staff if the pandemic worsened
- The Deputy Directors and the Heads of Service home and mobile telephone numbers have been given to the service managers across the department and added to the contingency plans for weekend and evening contact
- The meals on wheels service was provided by a private contractor but in an emergency multi portion meals could be provided to assist an establishment if required
- Staff had the facility to work remotely with mobile technology
- Contingency plans of agencies would be checked to ensure that there were no gaps in preparations. Subsequent to the meeting contingency plans had been received from agencies
- There was a counselling service for front line staff which would ensure they would be given support. This would be enhanced should the pandemic worsen

- Discussions had taken place with District Nurses regarding the possibility of sharing resources in the event of an upsurge in the pandemic
- Bed Management would be important in order to cope with people who would need treatment
- The needs of those parents who cared for disabled adults would also be taken into consideration and their needs would be met
- Specialist care agencies were used in emergencies. There would be a quick and thorough assessment of patients to see if they could be cared for in their own homes.

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# Agenda Item 6

**Work Programme 2009/10**

**Contact Officer:** Khalid Ahmed  
**Telephone:** 01895 250833

## **REASON FOR ITEM**

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

## **OPTIONS AVAILABLE TO THE COMMITTEE**

1. To confirm dates for meetings
2. To make suggestions for future working practices and/or reviews.

## **INFORMATION**

*All meetings to start at 7.30pm*

<b>Meetings</b>	<b>Room</b>
<b>9 June 2009</b>	<b>CR 3</b>
<b>7 July 2009</b>	<b>CR 3</b>
<b>23 July 2009</b>	<b>CR 3</b>
<b>8 September 2009</b>	<b>CR 3</b>
<b>14 October 2009</b>	<b>CR 3</b>
<b>12 November 2009</b>	<b>CR 3</b>
<b>20 January 2010</b>	<b>CR 3</b>
<b>23 February 2010</b>	<b>CR 3</b>
<b>17 March 2010</b>	<b>CR 3</b>
<b>21 April 2010</b>	<b>CR 3</b>

Corporate Services & Partnerships Policy Overview Committee

**2009/10 DRAFT Work Programme**

<b>Meeting Date</b>	<b>Item</b>
<b>9 June 2009</b>	Setting High Ethical Standards – Implementation of Action Plan
	Discussion on work programme for 2009/10
	Cabinet Forward Plan
<b>7 July 2009</b>	Deputy Chief Executive's and Finance and Resources reports on Key Performance Indicators linked to Group Plans
	Work programme for 2009/10: Draft Scoping Report on the Economic Effects of a Pandemic and its Effect on Council services and residents
	Cabinet Forward Plan
<b>23 July 2009</b>	Budget Outturn and Context for 2009/10
	Work Programme 2009/10
	Work programme for 2009/10: Finalisation of Scoping Report on the Impact of a Pandemic in Hillingdon and the Effects on Council Services
	Witness Session 1
	Work Programme
	Cabinet Forward Plan
<b>8 September 2009</b>	Major Review in 2009/10 – First Review
	Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>14 October 2009</b>	Major Reviews in 2009/10 – First Review Witness Session 3
	Cabinet Forward Plan
	Work Programme

<b>12 November 2009</b>	Major Reviews in 2009/10 – Consideration of Draft Final Report into the First Review
	Discussion regarding the Committee’s Second Review
	Cabinet Forward Plan
	Work Programme

<b>20 January 2010</b>	Direction of Travel for Performance Indicators
	Presentation of Group Plans for 2010/2011
	Draft Budget for Consideration
	Major Reviews in 2009/10 – Second Review – Witness Session 1
	Cabinet Forward Plan
	Work Programme

<b>23 February 2010</b>	Major Reviews in 2009/10 – Second Review Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>17 March 2010</b>	Major Reviews in 2009/10 – Second Review Witness Session 3
	Cabinet Forward Plan
	Work Programme

<b>21 April 2010</b>	Major Reviews in 2009/10 – Second Review Consideration of Draft of Final Report
	Cabinet Forward Plan
	Work Programme

## Consideration of Topic for Second Major Review

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### REASON FOR ITEM

To provide Members with background information on a potential topic for their next major review.

### OPTIONS AVAILABLE TO THE COMMITTEE

1. To consider the information presented and to decide upon the Committee's next major review which will enable officers to draft a scoping report.

### INFORMATION

1. At this Committee's meeting in June 2009 Members received information on two possible review topics the **development of super hubs and looking at the wider rejuvenation of Outer London's town centres** and **the Economic downturn and the Council's response to it**.

#### Super hubs

2. The concept of super hubs was borne out of the Outer London Commission (OLC) which had been set up by the Mayor of London to look at how London Boroughs could play a part in the City's economic success. OLC was set up to deliver an aspiration of the London Plan which was to address more positively the quality of life, social, environmental and transport challenges facing outer London.
3. The initial findings of the OLC have been published and can be found at <http://www.london.gov.uk/olc/docs/interim-conclusions.pdf> but the conclusions were as follows:
  - Outer London does have potential to contribute more strongly to growth of London and the wider city region –but this needs to be considered in terms of its residential and environmental as well as its economic functions
  - Outer London is not homogeneous and requires specific spatial policies –and flexibility to apply them locally : 'fuzzy' boundaries

- Holistic approach needed –closer integration of strategic transport, economic development, spatial and other strategies and associated investment, as well as local plans including Community Strategies
  - Constellation of centres/hubs is a sounder basis for fostering OL's broadly based and varied contributions to London's growth rather than a few very large scale growth hubs
  - Improvements to connectivity and movement within regions is crucial –but realism needed over large scale investment capacity -considerable potential in smaller scale improvements
  - OL competes with IL only to a limited degree, but much more directly with OMA
  - Town centres need to become stronger focus for their communities
  - Current residential patterns/densities considered a key component of quality of life –but need not be compromised by growth provided this is accommodated sensitively
  - Effective mechanisms to ensure social infrastructure to support this growth and maintain quality of life are essential
4. The Mayor of London has also produced a draft London Plan which is out for consultation. Officers are in the process of considering a response from LBH. The draft Plan can be found at <http://www.london.gov.uk/shaping-london/london-plan/>

### **The Economic downturn and the Council's response to it**

5. Another possible area for the Committee to review is the Council's approach and response to the economic downturn in relation to businesses in the Borough's town centres. The Council with its key Local Strategic Partners have undertaken a wide range of measures aimed at supporting residents and businesses and these are included as **Appendix 1**.
6. The Council led Credit Crunch Group has brought together key Council services, key Local Strategic Partnership groups which includes the Citizens Advice Bureau, Age Concern, Hillingdon Chamber of Commerce, Ruislip Chamber of Commerce, Uxbridge College and Business Link. The group has carried out some work in conjunction with planning and town centre managers to monitor shop vacancies across the Borough and is actively encouraging the temporary use of empty premise frontages. For example for information displays for

Uxbridge College who are displaying training opportunities and courses. A potential review could be to look at the range of measures the Council is taking to support businesses and town centres during the recession.

## **PAPERS WITH THE REPORT**

Hillingdon Partners Action Plan - Appendix 1

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## APPENDIX 1

# Hillingdon Partners – Economic downturn action plan headlines

Grouped under the four key LSP themes to address the downturn, Hillingdon partners are delivering a broad range of help and support measures for residents and local businesses affected by the recession.

### 1. Supporting Residents

- A **Council Tax freeze** for two years from 09/10. Agreed by Cabinet and Council in Feb 09

- **Maintain affordable fees and charges** on range of council services. Cabinet has frozen charges for key services used by residents.
- **Hillingdon First and Leisure Link** offer residents discounts on parking, local shopping, leisure centres, arts and library facilities

**Additional funding of £150k over two years for additional advice and support services**, plus matching funding of £75k from Hillingdon Community Trust for one year including:

- CAB advice capacity - online telephone call back service, extra phone advice, offices open more days, training volunteer advisers
- Outreach debt and financial advice for Bell Farm Estate
- Extra counselling sessions from RELATE
- Age Concern have employed an outreach worker to deliver 'financial assessment', support and advice sessions as part of our Ageing Well activities across the borough. These will take place in Harefield, Eastcote, Ickenham, Ruislip, West Drayton and Hayes.

#### **Support for residents having difficulty paying Council Tax, including:**

- Extending payment arrangements to March 09 (collection over 12 instead of 10 months). Longer repayment periods in exceptional circumstances
- Cash payments made on any day on the month where accounts have been subject to recovery action.
- Recovery action will be suspended if there is a sudden loss of income, supported by evidence.
- All recovery communications include information on benefit entitlement
- Dedicated phone lines to CAB advisers to contact the Council on behalf of clients with council tax payment problems

#### **Council rents reduced:**

- Proposed rent increases for local authority tenants in Hillingdon halved from 6.2 per cent to 3.1 per cent.
- Changes to rent increase guidelines mean tenants receive a reduction in average rent for the coming year from around £4 per week to approximately just under £2.

#### **Free careers guidance service for all residents**

- Uxbridge College are offering a free careers guidance service to help residents of all ages improve their careers prospects and obtain more qualifications. The Service can help residents decide their options, provide advice on education or training, offer guidance on professional courses and support with job searches, CV writing and interview techniques.
- LSC 6-month offer for unemployed. Uxbridge College will be delivering a 15 month programme of flexible but intensive 'roll-on / roll-off' support for residents.
- Brunel University has successfully bid to the Economic Challenge Investment Fund for a package of support for small businesses and unemployed graduates to be launched over the summer.

### 2. Protecting the Vulnerable

- **Hillingdon is one of seven London boroughs to deliver the Fast Track Mortgage Rescue Scheme** that offers financial support to people at risk of repossession following a change in personal circumstances

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- **Hillingdon is working in partnership with West London Housing Partnership and Government to promote the 'Warm Zone' scheme**, which offers income-related grants towards insulation and replacing inefficient heating systems, a free benefits entitlement check across the benefits system, free fire safety checks and discounted home insulation measures
- **The Hillingdon Joint Team is offering support to people on low incomes to maximise their benefit entitlement.** The service, available to all residents, offers a full benefit check for entitlement for all benefits including pension credit, disability benefits and Housing, and Council Tax benefits. The Hillingdon Joint Team is a multi-disciplinary partnership body made up of Hillingdon Council, the Pension Service, Age Concern, Hillingdon Carers, CAB, Hillingdon Mind and JCP.
- **'Ruislip Streets Ahead' Credit Crunch advice drop-in session** – The Joint Visiting Team will talk to faith leaders about advice & support available to residents, particularly from hard to reach communities, during the downturn. A drop-in session will also be held for all residents to seek benefits advice and support, including help with filling out claim forms. The event forms part of 'Streets Ahead – week of action' and will take place on 23<sup>rd</sup> September 09.

### 3. Supporting Businesses

#### **'Speed up during the slowdown'**

- Hillingdon is working with Google to help local small businesses develop their online presence during the downturn. Interested business can attend a seminar on 10<sup>th</sup> November that will showcase free business tools to get online and will show businesses how to attract more customers, use online marketing and understanding how online tools can group their business.

#### **Support and payment plans offered to businesses experiencing difficulties paying business rates to contact us for help to plan payment, including:**

- Hillingdon is working with Hillingdon Chamber of Commerce to promote the take-up of Small Business Rate Relief. 1,000 small businesses that are eligible for SBRR, but have not yet applied, have been contacted to raise awareness and increase take-up.
- Hillingdon Chamber of Commerce is supporting businesses to arrange payment of rents on a monthly basis. Hillingdon Property Services support businesses to pay rents on a monthly basis.

#### **Endeavour to pay invoices within 10 days of receipt**

- 230 local SMEs have been identified by postcode, and payment terms changed from 30 days to immediate to support local smaller businesses.
- In addition all invoices received from businesses in Hillingdon are also marked for immediate payment.

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### Supporting local business to access supply chains

- A European Regional Development Fund (ERDF) bid has been successful securing £295k to deliver a 3-year programme of supply chain support including Heathrow Meet the Buyer, and public sector procurement opportunities within Ealing, Hillingdon & Council. The first events for business starts on 28<sup>th</sup> Sep (Hillingdon) 30<sup>th</sup> Sep (Ealing) 1<sup>st</sup> Oct (Hounslow) ready for 2-day Heathrow Meeting the Buyer event on 17<sup>th</sup> & 18<sup>th</sup> Nov.
- Hillingdon is working with the Chamber of Commerce to contact business members and promote the opportunity of free advertisement listing in the Hillingdon Business Directory 2010-12.
- Business Link in London are offering a 'Rapid Response' service for businesses that need urgent advice on bankruptcy or redundancies and to individuals that are looking at starting a business. In 2008-09 Business Link supported 143 businesses in Hillingdon and dealt with 4101 business enquiries.
- Jobcentre Plus offers a coordinated 'Rapid Response' service to businesses and business receivers considering large-scale redundancies. This provides employees support to seek advice, find new jobs, apply for benefits, and look for training opportunities.

### A range of services to local businesses to help them increase success, advertise vacancies and develop their staff, including:

- Uxbridge College is offering a guide for employers with advice on how to boost business success. The guide includes information on free training, customised courses, facilities for hire and a range of other business development services
- Employers and voluntary organisations can advertise their full and part-time vacancies for free through Uxbridge College's vacancy programme. The Student Training and Employment Project (STEP) gives direct access to the student workforce and includes guidance and consultancy services on employment issues. Employers can interview and conduct testing on our campuses.
- Uxbridge College is offering free training in Leadership and Management worth up to £1,000 to local businesses. The Leadership and Management Programme is aimed at business owners/managers responsible for the direction of an organisation, including private, franchise, public and voluntary organisations employing between ten and 249 staff. Courses include; Programmes accredited by Institute of Leadership and Management (ILM), short courses lasting 1-2 days, bespoke courses available such as appraisal training or dedicated IT packages.

## 4. Prepare for the up-turn

- **Hillingdon has introduced the 'Workmates Scheme'**, as part of the West London Working City Strategy Pathfinder, which will provide a helping hand for working parents during the first 52 weeks of starting employment. This is a hand-up rather than handout, making sure all in-work financial support is applied for i.e. support with childcare arrangements. Evidence shows that of the benefit claimants starting paid employment only 37% are still in employment after just 4 weeks. Hillingdon will be first London council to implement such a scheme.

### Help to access training and apprenticeships and help local people into employment, including:

- Hillingdon is working with Brunel University and Hillingdon Community Trust to offer people in the south of the borough advice and expertise to help them set up their

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own businesses (Enterprising Attitudes). Training sessions are provided on networking, legal issues, finance and market research.

- Hillingdon has accessed capital funding from LDA and provided revenue funding for the Hayes Business Studios launched in December 2008 on Uxbridge College's Hayes Community Campus. 10 purpose built business studios for business start ups.
- Uxbridge College contributes 2/3rds of the Local Area Agreement targets for working Hillingdon residents to achieve a Level 2 qualification through its Apprentice and Train to Gain programmes.
- **Heathrow Gateway 2012** - A Joint LDA/Hillingdon European Social Fund (ESF) bid on behalf of West London boroughs and strategic partners has secured £900K to maximise local workforce training and recruitment opportunities in Heathrow around construction, retail, security and customer service sectors. Progress will be reported through the West London Working Implementation Group. Currently, there are 30 confirmed job starts and a further 30 job offers that will start in October 2009.
- Council's have set a London target of at least 2,000 apprenticeships across all London local authorities from 2009-2012. The Hillingdon target of 45 in-house apprenticeships will contribute directly towards this. Hillingdon is also working closely with employers and training providers within the construction sector to develop the Hillingdon Construction Apprenticeship Programme, which requires developers to commit towards creating construction apprenticeships for all developments of 10 or more housing units. There is a target of 200 posts by 2010.
- Hillingdon are part of a West London Future Jobs Fund proposal to create 300 new additional posts across the six West London Alliance boroughs for young people approaching 10 months unemployment (see attachment). We will utilise these as six-month pre-apprenticeship posts to give young people "work ready" skills and a progression route onto further work-based training.
- The next annual Heathrow Apprenticeship Fair at the Heathrow Academy will take place in Feb 2010 and planning is currently underway. The Fair forms part of the local labour strategy and helps local young people find out more about apprenticeship opportunities provided by companies linked to Heathrow. 17 exhibitors with more than 300 apprenticeship places on offer.
- Uxbridge College is running a recruitment service for students known as Student Training & Employment Project (STEP). This allows employers to post their vacancies on college website and supports students to apply. [www.uxbridgecollege.ac.uk](http://www.uxbridgecollege.ac.uk)
- Uxbridge College is working with Adult Education on the 'Accelerate Project' to provide learning opportunities for 58 unemployed Hillingdon residents in the North of the borough (Northwood Hills, Ruislip Manor, Harefield). Funding of £152k over 15 months.
- LSC Employability Pathways - Uxbridge College is working with Adult Education to secure additional employability support for 200 parents returning to work
- Uxbridge College is a delivery partner of Acton Training in delivering the Response to Redundancy programme for Hillingdon residents

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### **Attracting inward business investment into the borough**

- The Sustainable Economy Taskforce brings together the Council, Uxbridge College, BAA, Chamber of Commerce, Brunel University, Business Link and a range of 15 business leaders to deliver the strategy for sustainable economy and coordinate business support initiatives.
- Hillingdon and Uxbridge College set-up the Hayes Business Studios, located at Hayes Community Campus, to support business start-ups. 10 studios built from LDA capital funding and LBH revenue funding. Currently 4 tenants in occupancy, 2 more pending.
- Hillingdon will be present at the 'Place West London' event on the 13 October 2009, which is a high-level economic development conference and networking event for both public and private sector to discuss issues around people, places, infrastructure and economy.
- Think London - Inward Investment confirmed on 1st May that the new Canon Europe headquarters will be located in Stockley Park, near Heathrow, expected to create additional 250 jobs. Spanish pharmaceutical firm Almirall have opened their new HQ at Stockley Park where 50 jobs will be located. 600 jobs (450 full-time) are expected to be created following approval for the new Riva properties 5-star Hotel at Heathrow.

### **Housing Investment**

- Hillingdon has been awarded £7.7m funding by the Homes and Community Agency (HCA) to build new social homes in a number of locations throughout the borough. In total £460m will be allocated to 47 councils across England to build just over 2,000 new homes. Hillingdon are expecting to build 93 new social houses with the funding.

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## **Cabinet Forward Plan**

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### **REASON FOR ITEM**

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

### **OPTIONS OPEN TO THE COMMITTEE**

1. Decide to comment on any items coming before Cabinet
2. Decide not to comment on any items coming before Cabinet

### **INFORMATION**

1. The Forward Plan is updated on the 15<sup>th</sup> of each month. An edited version to include only items relevant to the Committee's remit is attached below. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

### **SUGGESTED COMMITTEE ACTIVITY**

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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# The Cabinet Forward Plan November 2009 to February 2010 onwards - (Corporate Services and Partnerships POC items)

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; E&CP = Env't & Consumer Protection; F&R = Finance & Resources; P&CS = Planning & Community Services									
<b>CABINET - 19 NOVEMBER 2009</b>									
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the council's revenue and capital position.	All		Cllr Jonathan Bianco	F&R Paul Whaymand 01895 556074			
398	<b>Electricity Contract</b>	Cabinet will be asked to approve an electricity contract for the supply of electricity to 461 properties owned by the Council from its own buildings to schools.	All		Cllr Scott Seaman-Digby	F&R Geoff Eldridge / Bob Alabaster			<b>NEW</b>
<b>CABINET - 17 DECEMBER 2009</b>									
354	<b>The Council's Budget - Medium Term Financial Forecast 2010/11 - 2013/14</b>	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2010/11 for consultation, along with indicative projections for the following three years.	All		Cllr Jonathan Bianco	F&R Paul Whaymand	Internal only with Council departments - the proposals will then be subject to public consultation through the Policy Overview Committee in accordance with the Budget and Policy Framework rules and statutory consultation with business ratepayers	Local government finance settlement information on DCLG website	

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355	<b>Financial Support to Voluntary Organisations</b>	The report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2010/11 financial year.	All		Councillor Douglas Mills	DCEO Nigel Cramb 01895 250394			
SI	<b>Monthly Council Budget - monitoring report</b>	The Cabinet receives a monthly report setting out in detail the council's revenue and capital position.	All		Cllr Jonathan Bianco	<b>F&amp;R</b> Paul Whaymand 01895 556074			
SI	<b>Quarterly Voluntary Sector Leases Report - Quarter 2</b>	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	<b>F&amp;R</b> Gregory Morrison			
SI	<b>Quarterly Performance report and Council Plan monitoring - Quarter 2</b>	Regular monitoring report about how the council is performing and delivering its priorities as set out by the Leader in the Council Plan.	All		Cllr Ray Puddifoot & Cllr Douglas Mills	<b>DCEO</b> Susie Kemp 01895 277182			
SI	<b>Quarterly Performance report and LAA Monitoring - Quarter 2</b>	Regular monitoring report about how the council is progressing against the targets in the Local Area Agreement.	All		Cllr Douglas Mills	<b>DCEO</b> Ian Edwards 01895 250612			
SI	<b>Quarterly Performance Monitoring of the Sustainable Community Strategy - Quarter 2</b>	Regular quarterly monitoring report of the Sustainable Community Strategy about how the council and its partners are performing and delivering its priorities as set out in the Strategy.	All		Cllr Douglas Mills	<b>DCEO</b> Ian Edwards 01895 250612			<b>NEW</b>
<b>COUNCIL 14 JANUARY 2010</b>									
369	<b>Approval of Council Tax Base calculation (FULL COUNCIL ONLY)</b>	Council will be asked to approve the calculation of the Council Tax Base for 2010/11	All	14 January 2010	Cllr Jonathan Bianco	<b>F&amp;R</b> Ben Lea 01895 250818			<b>NEW</b>
<b>CABINET - 21 JANUARY 2010</b>									

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373	<b>Health and Safety Learning &amp; Development Tender</b>	The report will provide justification to recommend a single supplier who provides the Council with optimum value for money and innovative delivery solutions, to effectively deliver the Health and Safety learning programme from April 2010 - 2013.	Various		Cllr Scott Seaman-Digby	<b>DCEO</b> Susie Kemp	Procurement		
380	<b>Off site processing of back office Council Tax Recovery and NNDR work</b>	This report will request Cabinet authority to enter into an agreement with an outsourcing company to provide off site processing of Council Tax Recovery and NNDR work. A contract was let in August 2009 for 3 years to provide back office processing of Council Tax work, However, this recommendation to Cabinet will seek to extend the scope of the work provided.			Cllr Jonathan Bianco & Cllr Seaman-Digby	<b>F&amp;R</b> Rob Smith			<b>NEW</b>
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<b>CABINET - 18 FEBRUARY 2010</b>									
375	<b>The Council's Budget - Medium Term Financial Forecast 2010/11 - 2013/14</b> <b>TO BE RECOMMENDED TO FULL COUNCIL</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 2010/11 for recommendation to full Council for approval.	All	25 February 2010	Cllr Jonathan Bianco	<b>F&amp;R</b> Paul Whaymand	Public consultation through the Policy Overview Committee in accordance with the Budget and Policy Framework rules and statutory consultation with business ratepayers	Local government finance settlement information on DCLG website	

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