



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: TUESDAY 23 MARCH 2010

Time: 6.30PM

Venue: HAYES BUSINESS
STUDIOS, HAYES
CAMPUS, OFF
COLDHARBOUR LANE,
HAYES, UB3 3BB

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

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This Agenda is available online at:

<http://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=243&Mid=398&Ver=4>

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Policy Overview



About this Committee

HILLINGDON

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.

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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 10 February 2010 (**Page 1**)
- 4 Exclusion of Press and Public
To confirm the items of business marked Part I will be considered in public and that the items marked Part II will be considered in private.
- 5 Second Major Review - Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and to review how the Council could improve Business to Business Support with the Borough's Industrial Estates (**Page 5**)
- 6 Work Programme 2009/10 (**Page 15**)
- 7 Cabinet Forward Plan (**Page 19**)

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Agenda Item 3

Corporate Services & Partnerships Policy Overview Committee

10 February 2010

Minutes



HILLINGDON
LONDON

	<p>Members Present: Councillors Richard Lewis (Chairman), Peter Curling, Liz Kemp, Robin Sansarpuri and Michael White.</p> <p>Apologies: Councillors Sid Garg (Councillor Peter Curling substituting) and Carole Melvin.</p> <p>Officers: Nigel Cramb (Partnerships and Business Engagement Manager – Deputy Chief Executives), Helena Webster (Economic Development Manager – Deputy Chief Executives) and Khalid Ahmed (Democratic Services Manager).</p>		
50.	<p>Declarations of Interest</p> <p>None.</p>		
51.	<p>Minutes of the meeting held on 20 January 2010</p> <p>Agreed as an accurate record.</p>		
52.	<p>Exclusion of the Press and Public</p> <p>It was agreed that all items of business were considered in public.</p>		
53.	<table border="1"><tr><td><p>Budget Proposals 2010/11 – Comments From POCs</p><p>Members were reminded that as part of the Council's Constitution, Policy Overview Committee had a role to review the Cabinet's budget proposals which had been agreed at Cabinet on 17 December 2009. Each Policy Overview Committee had given consideration to budget proposals relating to the service areas within their remit and their comments were submitted to this Committee for comment and to be referred to Cabinet.</p><p>Members considered the following comments:</p><p>Residents' & Environmental Services POC</p><p>"That members noted the Budget Proposals Report and asked for their concerns at the part year saving by the reduction of 1 post from the Local Development Framework Team to be noted."</p></td><td><p>Action By:</p></td></tr></table>	<p>Budget Proposals 2010/11 – Comments From POCs</p> <p>Members were reminded that as part of the Council's Constitution, Policy Overview Committee had a role to review the Cabinet's budget proposals which had been agreed at Cabinet on 17 December 2009. Each Policy Overview Committee had given consideration to budget proposals relating to the service areas within their remit and their comments were submitted to this Committee for comment and to be referred to Cabinet.</p> <p>Members considered the following comments:</p> <p>Residents' & Environmental Services POC</p> <p>"That members noted the Budget Proposals Report and asked for their concerns at the part year saving by the reduction of 1 post from the Local Development Framework Team to be noted."</p>	<p>Action By:</p>
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	<p>Education and Children’s Services POC</p> <p>“1. The Education and Children’s Services Policy Overview Committee would like Cabinet to note that the Committee welcome the 0% increase of specific fees and charges in some schools in the Borough.</p> <p>2. The Committee would like to highlight their concerns over the significant issue of the availability of additional funding of the Asylum Service through the government’s grant regime and hope the Cabinet note the Committee’s concerns.”</p> <p>Resolved –</p> <p>1. That the comments made by Residents’ and Environmental Services Policy Overview Committee and Education and Children’s Services Policy Overview Committee be submitted to Cabinet for their meeting to be held on 18 February 2010.</p>	<p>Khalid Ahmed</p>
<p>54.</p>	<p>Draft Scoping Report for Second Major Review – “To Review the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon”</p> <p>Members were reminded that at their last meeting on 20 January 2010 discussion took place on the scope for this Committee’s second major review. Comments made by Members covered a wide ranging number of issues which could be linked into linked and overlapping areas namely:</p> <ul style="list-style-type: none"> • Town Centres and their role in the local economy • The role of the Local Authority and • Business support to Small and Medium Enterprises <p>Officers informed Members that it would be difficult to do justice to such a wide-ranging review and Members were asked to consider narrowing the scope of their review to focussing on the impact of public funded business support and the success of new business start up in the Borough. Particular reference was made to micro businesses at Hayes Business Studios.</p> <p>Hayes Business Studios, located on Uxbridge College Hayes Campus was built from funding secured from the London Development Agency and Hillingdon Community Trust. The Studios consisted of a £1m ten unit facility for new start up businesses, and was a great success story during these difficult economic times.</p> <p>Members referred to the importance of engaging with Banks to help businesses and officers informed Members that the Business Studios had received support from the Nat West Bank.</p>	

55.	<p>Work programme 2009/10</p> <p>Members noted the work programme for the remainder of 2009/10 and agreed that an extra meeting of this Committee be set up to enable this Committee's second major review, to be completed this Municipal Year.</p>	<p>Action By:</p> <p>Khalid Ahmed</p>
56.	<p>Cabinet Forward Plan</p> <p>Noted.</p>	
	<p>Meeting closed at 8.30pm Next meeting: 23 March 2010, at Hayes Business Studios, Time to be confirmed</p>	

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.

Second Major Review

To Review the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon

To Review how the Council could improve Business to Business Support with the Borough's Industrial Estates

Witness session – Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon

Contact Officer: Khalid Ahmed
Telephone: 01895 250833

REASON FOR ITEM

To enable the Committee to gather evidence as part of their review into the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon.

OPTIONS AVAILABLE TO THE COMMITTEE

1. Question the witnesses
2. Highlight issues for further investigation
3. To make a note of possible recommendations for the review

INFORMATION

1. At the Committee's meeting of 10 February Members gave consideration to an updated draft scoping report on the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon. Officers recommended that the review take a look at micro businesses within Hayes Business Studio.
2. Hayes Business Studio offers office space and support for small businesses starting or trading for less than 12 months. The studios are located on Uxbridge College Hayes Campus and were built from funding secured from the London Development Agency and Hillingdon Community Trust. The studios consist of £1m ten unit facilities for new start up businesses and has been a great success story during these difficult economic times.

3. Members also agreed that the review should also take a look at Industrial Estates, specifically North Uxbridge Industrial Estate which is owned by SEGRO (Slough Estate Group). Members want to look at how the Council could improve links with businesses and how the Council could facilitate the helping of business to business support, improving the profile of businesses on this estate. The scoping report has been amended to include reference to this part of the review (Appendix A). The witness session for this part of the review will take place at this POC meeting to be held on 14 April 2010.
4. For this witness session officers recommended that the review holds its meeting at the Hayes Business Studios to enable Members to see first hand the impact and success of this initiative.

Witnesses – Hayes Business Studios

4. At the meeting Members will have support from Nigel Cramb Partnerships and Business Engagement Manager and Helena Webster – Economic Development Manager. The following witnesses have been invited to attend the meeting to provide Members with evidence to help their review
 - Martin Blandy – Manager of Hayes Business Studios
 - Lorraine Collins – Representative of Uxbridge College
 - Rob Grover – Business Link
 - John Herriott – Nat West Bank
 - Jonathan Seymour – Kingston Smith Accountants.
5. As part of taking up a studio at Hayes Business Studios, a business start up will be given ongoing professional support and advice. This is delivered free by qualified and professionally trained business advisers in a way that suits and meets the needs of the business. The training and support offered includes:
 - Business Start up Open Days
 - Ongoing Support
 - Free Business Seminars
 - Train to Gain – this is a government funded programme delivered by Uxbridge College, to help businesses to get the training they need to succeed and stay successful
 - Leadership and Management Programme - This programme which is delivered by Uxbridge College, is aimed specifically at business owners/managers responsible for the direction of an organisation with up to £1,000 of grant support available.
6. As part of the initiative, start up businesses at Hayes Business Studios can take advantage of free business banking for 2 years with Natwest Bank. This service includes:

- A named, dedicated local Business Manager with a wealth of knowledge and experience to provide help and guidance for a business
- Access to one of the largest branch networks in the country
- Options to do banking on-line, on the telephone or through the mobile banking service
- Huge variety of products from savings, to loans, insurance etc
- Access to added value business partners which includes Streamline, Mentor and Lombard who can provide services to support, protect and grown businesses
- Start up pack which provides powerful business planning software and useful business guides
- Exclusive selection of discounts and offers

Key Issues and areas of possible questioning

1. Are new start up businesses and emerging SMEs able to access the quality business support that they need, particularly face to face support?
2. What other support is available to small businesses and is this easy to access?
3. In relation to Hayes Business Studios, what has worked and what has not worked?
4. How do new businesses network with other businesses and find new customers?
5. How do these new start up businesses access supply chains which is crucial to secure contracts?
6. How are new businesses supported to grow once they have started up?
7. What is the availability of move on space for businesses that have the potential to grow?
8. Does the business advice services on offer meet the present demand for advice / premises, quality services and gaps in provision?
9. Is there other start-up funding available to help businesses?

PAPERS WITH THE REPORT

Revised scoping report (Appendix A)

SUGGESTED COMMITTEE ACTIVITY

1. Members question the witnesses and identify important issues for their review.
2. Members identify areas where further information and evidence is required to help greater understanding of the issues.
3. Members to agree a final version of the scoping report to enable outside witnesses to be invited.

**CORPORATE SERVICES & PARTNERSHIPS
POLICY OVERVIEW COMMITTEE**

2009/10

REVIEW SCOPING REPORT

Proposed review title:

**To Review the Impact of Public Funded Business Support and the
Success of New Business Start Up within Hillingdon**

**To Review how the Council could improve business to business support
with the Borough's Industrial Estates**

Aim of the review

To look at the impact of Public Funded Business Support and the success of New Business Start Up within Hillingdon, with particular focus on micro businesses such as those within Hayes Business Studio.

To look at how the Council could improve links with the Borough's Industrial Estates and improve business to business support on these estates.

Proposed outcome

A report summarising the Committee's findings would be completed and presented to the Council's Cabinet. The report will present recommendations on possible measures the Council and its partners could implement to add to the success of the business support initiatives, and help businesses in the Borough. In addition the report will make recommendations on how business to business support could be facilitated on Industrial Estates.

Terms of reference

Impact of Public Funded Business Support

1. To examine the extent of business support in Hillingdon and whether there are gaps in the services offered.
2. What can be done by the Council and its partners to improve / increase the availability of services / quality of services?
3. To look at the measures which have been undertaken for Public Funded Business Support for start-up businesses.

Updated 10/3/10
APPENDIX A

4. To examine the success or otherwise of the work carried out at Hayes Business Studios and to assess the gaps and needs in this service offered.
5. To assess the affordable space available for new business start ups within the Borough.
6. To consider possible partnership work with IT companies to help businesses in relation to the promotion of their businesses through their websites

Industrial Estates

7. To examine the initiatives which SEGRO (Slough Estate Group) have undertaken in relation to providing additional support to their business tenants on Industrial Estates.
8. To examine how the Council could improve its links with businesses on North Uxbridge Industrial Estate
9. What business support could the Council offer businesses on North Uxbridge Industrial Estate?
10. To look at the measures which could be introduced to create business to business support which could reduce operating costs for businesses
11. To facilitate partnership working between larger business organisation and smaller businesses which could provide business to business support and mentoring services on Industrial Estates.
12. To examine the feasibility of promoting businesses on North Uxbridge Industrial Estate with the use of a website.
13. To make recommendations from the above investigations, in relation to the support the Council can give to these businesses.

Reasons for the review

The world is presently in the grips of an economic recession which is having a major impact across the whole of society. The Council with its key strategic partners has a role to play in mitigating the impact of the recession on local businesses and ultimately the residents of the Borough. The Council needs to provide a strategic role to respond to the challenges brought on by the economic recession.

The Council and its key strategic partners have undertaken a wide range of measures aimed at supporting residents and businesses and this review will

Updated 10/3/10
APPENDIX A

look at the public support and funding which is provided to new businesses in the Borough.

In relation to Industrial Estates, the Council does not have good links with businesses on the Borough's Industrial Estates, so examining the support given to businesses on North Uxbridge Industrial Estate will provide an insight into the issues and problems which affect businesses on these estates and provide an opportunity to see what the Council can do to facilitate support to businesses.

Key issues

1. Are new start up businesses and emerging SMEs able to access the quality business support that they need, particularly face to face support?
2. What support is available to small businesses and is this easy to access?
3. In relation to Hayes Business Studios, what has worked and what has not worked?
4. How do new businesses network with other businesses and find new customers?
5. How do these new start up businesses access supply chains which is crucial to secure contracts?
6. How are new businesses supported to grow once they have started up?
7. What is the availability of move on space for businesses that have the potential to grow?
8. Does the business advice services on offer meet the present demand for advice / premises, quality services and gaps in provision?
9. Is there other start-up funding available to help businesses?
10. Has the present economic climate had a major impact on the business tenants that occupy units on North Uxbridge Industrial Estate?
11. What initiatives have been introduced to support businesses on the Industrial Units to mitigate against the present economic problems?
12. What range of initiatives or support could the Council introduce for businesses on Estates?
13. What are the benefits of business to business support and creating business clubs or trade associations?

Updated 10/3/10
APPENDIX A

14. To increase the profile of the Industrial Estate what is the feasibility of creating a web site which could promote local businesses?

Methodology

Witness sessions to potentially include:

Nigel Cramb and Helena Webster – Partnerships, Business and Community Engagement

Fiona Gibbons – Business Support and Promotions – London Development Agency

Rob Grover – Business Link

Martin Blandy – Hayes Business Studio Manager

Lorraine Collins – Uxbridge College

Neil Impiazzi – Partnership Development Manager – SERGO (Slough Estates Group)

Representative from Hillingdon Chamber of Commerce

A review of the relevant literature and websites.:

Business Support Simplification Programme – Dept for Business Innovation & Skills – website

As part of the review, Members will hold one of their meetings at Hayes Business Studios which will give Members an opportunity to assess the scheme and to meet some of the people from the new businesses

Stakeholders and consultation plan

As many stakeholders as possible would be invited to give evidence to the Committee in person. In addition to those outlined above, further stakeholders could be invited to give written evidence to the review.

An option could be to use Hillingdon 4 Business for a SNAP survey or the use of mystery shopping.

Connected work (recently completed, planned or ongoing)

Particular attention will be given to the Business Support Simplification Programme which is driven by the Department for Business Innovation and Skills. This programme has streamlined some 3000 different business support offers down to less than 30. This is where the key impetus for public funded business support comes from.

A particular focus of the review will be on micro businesses within Hayes Business Studios, located on Uxbridge College Hayes campus. The studios were built from funding secured from then London Development Agency and Hillingdon Community Trust. The result has been a £1m ten unit facility for new start up businesses.

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APPENDIX A

Proposed timeframe & milestones

Meeting	Action	Comments
10 Feb 2010	To consider draft scoping report and to be provided with background information on the review from Nigel Cramb and Helena Webster	
23 March 2010	Witness session to take place at Hayes Business Studios and to concentrate on the impact of public funded business support and the success of new business start up within Hillingdon	
14 April 2010	Witness Session on Industrial Estates to include how the Council could improve links with businesses on the North Uxbridge Industrial Estate. In addition to look at business to business support.	
April/May 2010	Final Draft Report	

Final report to be submitted to Cabinet in May/June 2010

Risk assessment

The Council not providing a strategic lead to businesses during the present economic climate would increase the risk to residents and businesses

Information Updates

It is proposed that in addition to reports to the Policy Overview Committee, email bulletins will be sent to POC Members to keep them up to date on the current position.

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Hayes Business Studios Report (March 10 2010)

1. Background Information:

Objective:

Creation in Hayes of affordable, managed, business start up units supporting local entrepreneurship.
Sited at the Hayes Community Campus, Uxbridge College.
Manager employed by Uxbridge College

Contacts:

- Helena Webster, Economic Development Manager, LB Hillingdon (direct line: 01895 277345 email: hwebster@hillingdon.gov.uk)
- Martin Blandy, Hayes Business Studios Manager, Uxbridge College (direct line: 01895 471010 email: mblandy@uxbridgecollege.ac.uk)
- Lorraine Collins, Executive Director Enterprise and Development, Uxbridge College (direct line: 01895 85 3311) email: lcollins@uxbridgecollege.ac.uk

Funding

- £750,000 London Development Agency capital funding and £215,454 from London Borough of Hillingdon (Section 106 Funding). LB Hillingdon funding is a contribution towards on-going 10-year operational revenue costs.
- Hillingdon Community Trust - £45,000
- In kind support from Uxbridge College (e.g. facilities, security, IT)

2. Hayes Business Studios (HBS) Outcomes to date:

Hayes Business Studios was officially opened by Cllr Ray Puddifoot, Leader of Hillingdon Council on 8th December 2008. The Hayes Business Studios Manager was appointed Sept 2008.

The partnership with the local authority has been invaluable both in procuring the funding and providing on going support for HBS.

Despite the economic downturn and impact on new business start-up, eight of the ten studios are now occupied. The agreed target for year 1 was 6 out of 10. The targets for the coming year are:

March	2010	80% to be let
April	2010	90% to be let
June	2010	100% to be let

A dedicated website www.hayesbusinessstudios.co.uk has been launched to promote both the business studios and meeting room rental.

The Hayes Business Studios Advisory Board has been formed that meets quarterly to advise on the development of the strategic direction of Hayes Business Studios. The first meeting took place 15th October 2009. The board is chaired by Laraine Smith, Principal of Uxbridge College, and includes representatives from NatWest Bank, Brunel University, Thames Valley University, and Hillingdon Chamber of Commerce.

The 1st year anniversary lunchtime event was held on Thursday 14th January 2010. 33 attended the event including the Worshipful, the Mayor of Hillingdon and LB Hillingdon Chief Executive.

3. HBS Occupancy Rates:

Of the 8 occupied studios:

Townfield	2 studios
West Drayton	2 studio
Barnhill	1 studio
Yeading	1 studio
Charville	1 studio

One studio is occupied by a tenant from another West London Borough
Ealing/Southall 1 studio

(NB Studios 6 & 7 are adjoining and are let to one tenant but for statistical purposes are counted separately)

All tenants are aged over 18 in order to be legally responsible for signing a tenancy agreement.

In terms of ethnicity, of the 8 occupied studios:

75% (6) are occupied by Asian or Asian British tenants
25% (2) are occupied by Black British tenants

We are taking forward 2 HBS Applications for the remaining 2 studios. A waiting list is now in operation. In addition to the studios, the meeting room within the Hayes Business Studios now has regular bookings from Hillingdon NHS Trust (equalities training) and the Hammersmith & Fulham Volunteer Centre (HFVC) who are delivering the Personal Best training and volunteering programme within Hillingdon. (The programme is aimed at helping excluded groups i.e. lone parents, ex-offenders & NEETs who are not in employment or training, back into work, further learning or volunteering. The programme uses the guarantee of an interview to volunteer at the 2012 Games as a means of engagement).

Other HBS meeting room lettings have been to Hayes Town Partnership, a European Academic Visit and Hillingdon Financial Forum.

4 Significant Achievements:

- Securing extensive external funding from the London Development Agency. LB Hillingdon was the first of the three boroughs (Ealing, Hillingdon & Hounslow) to complete delivery.
- Appointing a dedicated HBS manager to ensure that tenants receive business support to start and grow their businesses.
- Completing the capital build on budget and on time, resolving snagging issues in order to attain high quality specification.
- Achieving 80% occupancy ahead of schedule despite the economic downturn.
- HBS meeting room being increasingly used by community groups and for external meetings.
- Established a good working relationship with Business Link in London to provide one to one business support and advice.

4. The impact of HBS:

To date 8 new businesses have been created since it has been opened. One of the first tenants (Devine Care Ltd) recruits, trains and places domiciliary care staff. Additional jobs have been created through their services. Another business has created one full time post. Some are using work experience students to help drive their businesses forward and giving students an opportunity to understand how the new business environment operates..

Hayes Business Studios has become a local focus for entrepreneurship, through participating in national programmes such as Striding Out (The Big Leap), supporting other enterprise programmes such as HCT funded Enterprising Attitudes and providing monthly Open Days offering free advice to develop business start-up ideas.

Uxbridge College has also included an element of business advice within some of their own training especially within subject areas which might well lead to self-employment or business start up i.e. Health & Beauty.

The College's business students have also attended seminars to raise their awareness about business start ups.

Evidence has been collected in-line with London Development Agency reporting requirements in terms of:

Business Supported	(2 hours or more of consultancy advice)
Jobs Created	(A full time job is created, and can therefore be counted, when a post of at least 30 hrs per week and expecting to last 12 months is actually filled)
Business Creation	(A new business created is when a new business starts trading and is sustained for at least 12 months as a direct result of the project)

As business created can only be counted once they have been trading for 12 months, the majority of performance outputs as a result of this project will only be evidenced from now, onwards.

5. Changes made to the programme:

Initially, the intention was that Hayes Business Studios would be predominantly occupied by young entrepreneurs as part of the Heathrow City (Ealing/Hillingdon/Hounslow) First Flight Young Entrepreneurs programme. The First Flight programme ended following a number of external factors including:

- The Princes Trust (Youth Enterprise) withdrew eligibility
- The London Development Agency Area programme funding ended 31st March 09
- Heathrow City Partnership ceased operating

Applications from potential tenants are prioritised within the following grouping and in-line with achieving occupancy rates profiled within the 10-year financial forecast:

- Priority 1: Young entrepreneurs:
- Priority 2: Entrepreneurs
- Priority 3: Voluntary & Community Sector Organisations
- Priority 4: Commercial Lettings

To date, occupancy has been achieved from Priority 1 & 2 groups.

6. The Sustainability of HBS:

LB Hillingdon has committed £215,454 from Section 106 Funding as a contribution towards on-going 10-year operational revenue costs. Remaining revenue funding will be achieved through rental income secured from both the Business Studios and the meeting room.

Hayes Businesses Studios is now embedded within the Uxbridge College facilities and all key partners are committed to ensuring a successful future for the Hayes Business Studios.

HBS is a member of the UK Business Incubation. This is the leading professional body on the development

and support of business incubation environments in the UK with further links with other similar organisations in Europe.

HBS Income Targets

	Income Target	Actuals
1 st year 2008/9	£8,632	£7,820
2 nd year 2009/10	£26,000	£16,029 (YTDFeb10)

7. Factors that have influenced the programme:

In two years, there have been four different London Development Agency project managers. There have been changes to the London Development Agency funding priorities which led to Heathrow City Partnership being dissolved in August 2009. LB Hillingdon has worked very closely with the London Development Agency to ensure that cash-flow was not disrupted during the build. All funding from the London Development Agency was drawn down by 31st March 2009.

With the closure of HCP, the LDA have asked HBS as a gesture of goodwill to contribute their outputs to the overall programme although these are not part of HBS outputs.

Inevitably the economic downturn has impacted upon business start-up and growth so it is particularly encouraging that occupancy at HBS has exceeded the target during this difficult time.

8. Useful feedback for other programmes:

- It was invaluable to have the expertise of the council's VAT accountant to ensure that the project was able to utilize the full value of the grant without incurring VAT liabilities.
- It has been a very steep learning curve in terms of negotiating grant agreements with the London Development Agency and other external partners, to make sure that required outputs were achievable and that effective financial and management information systems in place.
- It is essential that applicants are supported to produce a robust business plan prior to the tenancy interview to determine the success and viability of their business.

9. For the future:

- To develop the virtual office facility and increase the use of the meeting room with external organisations.
- To continue to widely promote HBS so there is immediate new occupancy as businesses become established and progress to other premises
- The success of HBS to date leads us to believe that there is room for expansion for this type of activity in the borough.
- We would like to continue to work with our partners to expand these opportunities for local residents.

HBS/March 10 2010

Taking your first steps in business and need some help?

- Got a great idea for starting your own business?
- Need low cost office space plus support and advice?
- This is a brand new stand-alone fully equipped office facility for those starting a business.



hayes business studios

Locate your business at Hayes Business Studios.



Hayes Business Studios provide:

- Studio office space between 15m² to 22m² (163ft² to 237ft²) all on flexible rental terms
- All inclusive rent starting from £245 a month
- Offices include furniture and your own security access
- Ideal for self employed or a business with 1 or 2 members of staff
- Free ongoing professional one-to-one business support and advice
- Access to free seminars including sales and marketing
- Free wireless broadband network connection
- Meeting/Training Room 34m² (366ft²) with full conference facilities
- Office cleaning services, on-site caretaking and security included
- A location with great transport links.

On-site facilities include:

- Free car parking and disabled spaces available
- Lifestyles leisure complex
- Bistro-style restaurant

How to apply or find out more

Contact Martin Blandy, HBS Manager:

- info@hayesbusinessstudios.co.uk
- 01895 471010
- www.hayesbusinessstudios.co.uk

Hayes Business Studios, Hayes Campus, College Way,
off Coldharbour Lane, Hayes, Middlesex, UB3 3BB

01895 471010

Supported by



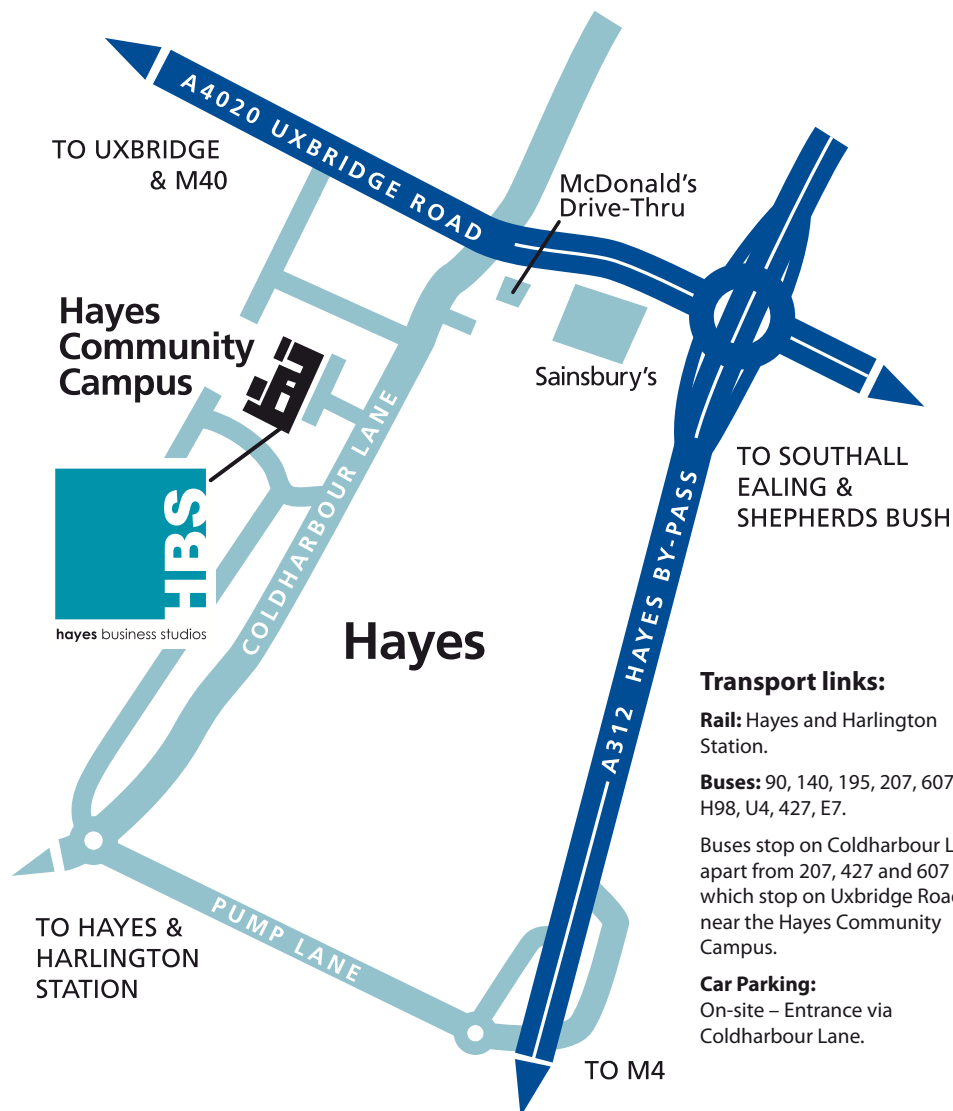
How to Find Us

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hayes business studios



Want to hold a meeting, run a training session or deliver a seminar at very low rates?

Hayes Business Studios has the ideal facilities.



hayes business studios

The meeting and training room has all the latest IT conference facilities including an interactive Smartboard.

This flexible room is 34m² (366ft²) and can be arranged in several seating formats:

- **Boardroom** – sits up to 14
- **Classroom** – sits up to 12
- **U Shape** – sits up to 14
- **3 syndicate tables** – sits up to 6 on each table



Room Hire Rates

- **Full Day** £100 + VAT
- **Half Day** £50 + VAT
- **Hourly** £15 + VAT



Location of Hayes Business Studios

Hayes Business Studios offers free car parking with disabled spaces. It is near a major local route, the Uxbridge Road (A4020). Hayes has an excellent local bus service linking it with Ealing, Uxbridge and Ruislip. Hayes and Harlington railway station is just a short bus ride away.

Refreshments and Catering

We can arrange catering to suit your requirements at an additional cost, including:

- Teas and coffees
- Light forked lunches
- Silver service bistro-style restaurant.

Hayes Business Studios,
Hayes Campus, College Way,
off Coldharbour Lane, Hayes,
Middlesex, UB3 3BB

For further information:

To discuss your requirements further, please contact Martin Blandy, HBS Manager:

- info@hayesbusinessstudios.co.uk
- 01895 471010

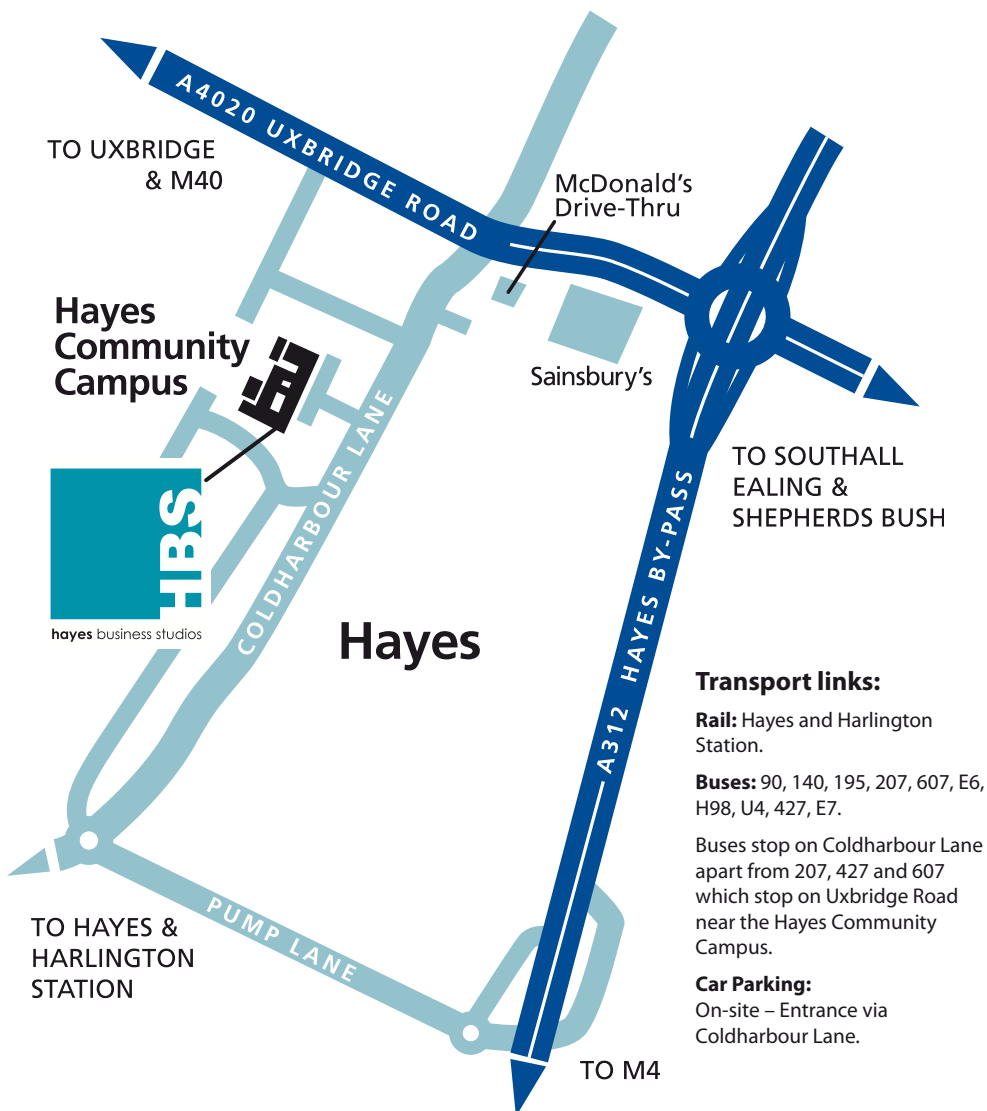
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Transport links:

Rail: Hayes and Harlington Station.

Buses: 90, 140, 195, 207, 607, E6, H98, U4, 427, E7.

Buses stop on Coldharbour Lane apart from 207, 427 and 607 which stop on Uxbridge Road near the Hayes Community Campus.

Car Parking:

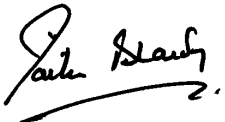
On-site – Entrance via Coldharbour Lane.

Welcome

It has been a busy first year for the Hayes Business Studios (HBS) and I am delighted to inform you that nine out of the ten office studios have now been occupied by business start-ups.

The current occupants range from a health and social care agency to an international air freight shipper. As existing HBS businesses grow and need to move on to bigger premises, there will be the need for HBS to continually look for other business start-ups to move in.

If you know anyone that would be interested in the HBS offer, please pass on our newsletter and details.



Martin Blandy – HBS Manager



In this Spring issue –

- **Coming soon - HBS Mail Box facility**
- **Free Business Link workshops and seminars in London**
- **HBS meeting room for hire**
- **European Freight Solutions Ltd – case study**
- **The HBS offer for business start-ups**

Coming soon - HBS Mail Box facility

Our HBS Mail Box facility will give local individuals and businesses the prominence and respectability of a west London office without the physical office space and associated outlay. This is an ideal option for freelancers, self employed and small businesses.

The benefits of this service include:

- Post received and signed for
- You can collect your post at a time to suit you between 8.30am and 6.00pm
- 25% discount on the hire of the HBS meeting room
- Access to business support and advice.

For more details and costs, please contact Martin Blandy.



Free workshops and seminars to develop your business

Take advantage of free workshops and seminars to help you develop your business even further. Business Link, a free business advice and support service, offer business start-ups the following seminars:

- **Exploring new markets:** 27 January, 9.00am – 2.00pm
- **50 ways to promote your business on the internet:** 4 February, 9.30am – 1.30pm
- **Financing growth:** 10 February, 9.30am – 2.00pm
- **Website optimisation and e-marketing workshop:** 24 February, 9.30am – 2.00pm
- **Effective marketing:** 2 March, 9.30am – 4.15pm.

For full details on these and other free workshops and seminars being run by Business Link in London, please go to www.businesslink.gov.uk



European Freight Solutions Ltd Studios 6 and 7

“European Freight Solutions is a freight-forwarding company which has 11 offices operating in Europe including Frankfurt, Paris, Amsterdam, and the London head office at Hayes Business Studios.

Before setting up the company I worked in the freight-forwarding industry for ten years. You get experience of the industry, and my biggest strength is my understanding of the business.



HBS has so many good things – for me particularly, I was looking for a low-cost office, and I don't think there is a better place. It is well presented and organised and has all the features a small start-up business requires. It has everything you need to get your business off the ground.

The idea of my business is to consolidate our international shipping agents under one roof to provide a more efficient service for Europe. The web-based system we are developing will mean that shipments can be arranged and monitored online which is a huge advantage especially for an international business. It overcomes problems with time differences, and reduced manpower, communication and response times. It also lowers costs, so everyone wins.”

Sanjiv Jain, European Freight Solutions Ltd

Website: www.efslgroup.com Email: info@efsl.co.uk

Want to hold a meeting, run a training session or deliver a seminar at very low rates?

Why not hire the HBS meeting room? It is equipped with the latest Smartboard technology and is ideal for presentations, pitches and meetings.

The meeting room is 34m² (372ft²) and can be arranged in several seating formats:

- Boardroom - sits up to 14
- Classroom or U shape - sits up to 12 -14

Costs: Full day £100 + vat, half day £50 + vat and hourly £15 + vat. Room hire rates are very competitive and further discounts may be available. Please contact Martin Blandy for more information.



We can arrange catering to suit your requirements at an additional cost, including teas and coffees, light forked lunches & silver service bistro-style restaurant.



The HBS offer for business start-ups

HBS is offering office space and support for small businesses starting or trading for less than 12 months with big ambitions.

The all inclusive monthly fee starts from £245 + vat (from 15.18m²) and includes:

- Telephone line rentals on two telephone lines
- Wireless broadband connection
- Business support and advice 1-2-1 (on-going)
- Cleaning and security
- Heating, lighting and electricity
- A digital telephone with voice mail facility
- Use of the HBS office furniture provided
- Seminars (marketing, sales and finance etc)
- Business rates
- Car parking.

Photocopying and any telephone calls made are additional costs and are charged by usage.

Want to find out more about the solutions available for you at HBS? Please contact Martin Blandy:

www.hayesbusinessstudios.co.uk

01895 471010

info@hayesbusinessstudios.co.uk

Hayes Business Studios, Hayes Campus, off Coldharbour Lane, Hayes, Middlesex, UB3 3BB

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

Meetings	Room
9 June 2009	CR 3
7 July 2009	CR 3
23 July 2009	CR 3
8 September 2009	CR 3
14 October 2009	CR 3
12 November 2009	CR 3
20 January 2010	CR 3
10 February 2010	CR 3A
23 March 2010	Hayes Business Studios
14 April 2010	CR 2
21 April 2010*	CR3

* Consideration may have to be given to moving the date of this meeting.

Corporate Services & Partnerships POC 23 March 2010
PART 1 – MEMBERS, PUBLIC & PRESS

Corporate Services & Partnerships Policy Overview Committee

2009/10 DRAFT Work Programme

Meeting Date	Item
9 June 2009	Setting High Ethical Standards – Implementation of Action Plan
	Discussion on work programme for 2009/10
	Cabinet Forward Plan
7 July 2009	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
23 July 2009	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
8 September 2009	Major Review in 2009/10 – First Review
	Witness Session 2
	Cabinet Forward Plan
	Work Programme

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

12 November 2009	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

20 January 2010	2010-2011 Budget Report
	Presentation of Group Service Plans/Priorities for 2010/2011
	Group Performance and Budget
	Major Reviews in 2009/10 – Consideration of topic for second review –
	Cabinet Forward Plan
	Work Programme

10 February 2010	Consideration of all POC comments on Budget Proposals for submission to Cabinet
	Major Reviews in 2009/10 – Second Review – Finalisation of Scoping Report
	Cabinet Forward Plan
	Work Programme

23 March 2010	Major Reviews in 2009/10 – Second Review — First Witness Session – To Review the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon
	Cabinet Forward Plan

	Work Programme
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14 April 2010	Major Reviews in 2009/10 – Second Review – Second Witness Session – To Review how the Council could improve Business to Business Support with the Borough’s Industrial Estates
	Cabinet Forward Plan
	Work Programme

21 April 2010* Consideration may be given to moving this meeting	Major Reviews in 2009/10 – Second Review – Review the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and to Review the Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon – Consideration of draft final report
	Cabinet Forward Plan
	Work Programme

Cabinet Forward Plan

Contact Officer: Khalid Ahmed
Telephone: 01895 250833

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 15th 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 March 2010 to June 2010 onwards - (Corporate Services and Partnerships POC items only)

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									
CABINET - 18 MARCH 2010									
409	Ward Budget Initiative - update report	A report to Cabinet on the progress made over the last year on this successful local initiative promoted by Ward Councillors. The report will show how the initiative has delivered significant benefits to many local organisations as well as thousands of residents across the Borough.	All		Cllr Douglas Mills	DCEO Maggie Allen		Ward Budget Initiative Protocol approved by Cabinet in December 2008.	
410	Irrecoverable Business Rates	This report to Cabinet will seek approval for the writing off of irrecoverable debt in respect of Business rates to bring records up to date. There is no financial cost to the Council as the Government has already allowed for the cost associated in the general provision for irrecoverable debts.	N/A		Cllr Jonathan Bianco	F&R Rob Smith			
SI	Monthly Council Budget - monitoring report	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			
SI	Quarterly Voluntary Sector Leases Report - Quarter 3	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	P&CS Gregory Morrison			
SI	Quarterly Council Plan, Performance, Local Area Agreement and Achievements monitoring - Quarter 3	Regular monitoring report about how the council and partner organisations are performing and how the council is delivering its priorities as set out in the Council Plan.	All		Cllr Ray Puddifoot & Cllr Douglas Mills	DCEO Kevin Byrne / Sue Crehan / Ian Edwards 01895 277182			

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									
SI	Quarterly Performance Monitoring of the Sustainable Community Strategy - Quarter 3	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	DCEO Ian Edwards 01895 250612			
CABINET - 15 APRIL 2010									
SI	Monthly Council Budget - monitoring report	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			
CABINET - 27 MAY 2010									
SI	Monthly Council Budget - monitoring report	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			
439 32	ICT Directory Services, File Hosting and Email	This report will present the results of the tender action for the provision of Directory Services, File Hosting and Email licences and Support	All		Cllrs Jonathan Bianco and Scott Seaman-Digby	Arthur Greaves	Finance, Legal and Central Procurement		NEW
CABINET - 24 JUNE 2010									
SI	Monthly Council Budget - monitoring report	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			
SI	Quarterly Voluntary Sector Leases Report - Quarter 4	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	P&CS Gregory Morrison			

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									
SI	Quarterly Council Plan, Performance, Local Area Agreement and Achievements monitoring - Quarter 4	Regular monitoring report about how the council and partner organisations are performing and how the council is delivering its priorities as set out in the Council Plan.	All		Cllr Ray Puddifoot & Cllr Douglas Mills	DCEO Kevin Byrne / Sue Crehan / Ian Edwards 01895 277182			
SI	Quarterly Performance Monitoring of the Sustainable Community Strategy - Quarter 4	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	DCEO Ian Edwards 01895 250612			

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