



HILLINGDON  
LONDON



# Corporate Services and Partnerships Policy Overview Committee

## Councillors on the Committee

Richard Lewis (Chairman)  
Michael White (Vice-Chairman)  
Jazz Dhillon  
Raymond Graham  
Carol Melvin  
Robin Sansarpuri

**Date:** TUESDAY, 8 JUNE 2010

**Time:** 7.30 PM

**Venue:** COMMITTEE ROOM 4 -  
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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**Published:** 27 May 2010

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This Agenda is available online at:  
<http://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=243&MId=665&Ver=4>

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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 meetings held on 14 April and 13 May 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 Draft Final Report on 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
- 6 Corporate Services & Partnerships Policy Overview Committee - Review Topics 2010/11 (**Page 9**)
- 7 Work Programme 2010/11 (**Page 11**)
- 8 Cabinet Forward Plan (**Page 15**)

# Agenda Item 3

## Corporate Services & Partnerships Policy Overview Committee

14 April 2010

### Minutes



HILLINGDON  
LONDON

	<p><b>Members Present:</b> Councillors Richard Lewis (Chairman), Peter Kemp, Carol Melvin, Robin Sansarpuri and Michael White.</p> <p><b>Apologies:</b> Councillors Sid Garg and Liz Kemp (Peter Kemp substituting).</p> <p><b>Officers:</b> Mark Braddock (Senior Democratic Services Manager), Helena Webster (Economic Development Manager – Deputy Chief Executive’s Office), Lloyd White (Head of Democratic Services) and Khalid Ahmed (Democratic Services Manager).</p> <p><b>Witnesses:</b> Rob Grover (Partnership Manager – Business Link for London) and Neil Impiazzi (Partnership Development Manager - SEGRO).</p>	
63.	<p><b>Declarations of Interest</b></p> <p>None.</p>	
64.	<p><b>Minutes of the meeting held on 23 March 2010</b></p> <p>Agreed as an accurate record.</p>	
65.	<p><b>Exclusion of the Press and Public</b></p> <p>It was agreed that all items of business were considered in public.</p>	
66.	<p><b>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 within the Borough's Industrial Estates</b></p> <p><b>Rob Grover – Partnership Manager, Business Link for London</b></p> <p>The review was provided with the following information:</p> <ul style="list-style-type: none"><li>• Business Link offers free, impartial advice and support service for London’s small and medium sized</li></ul>	<p><b>Action By:</b></p>

	<p>businesses</p> <ul style="list-style-type: none"> <li>• Business Link received its funding from the London Development Agency and was delivered by Serco plc</li> <li>• The role of Business Link was to help business start ups and established businesses survive, prosper and grow. This was achieved through the provision of high quality and practical advice and information as well as providing businesses with access to other sources of business support</li> <li>• In the 12 month period from January 2009 to December 2009, over 3,600 Hillingdon based businesses were helped by Business Link. Support ranged from registering for the newsletter, making use of the on-line support tools, attending an information and networking event, through to receiving intensive personal assistance through a full Business Review</li> <li>• 70% of businesses the organisation had worked with were micro-businesses but in the present economic climate, Business Link would be pushing to help more SME's, those employing 5+ staff which could grow, employ more staff etc</li> <li>• Business Link provided introductory start up and business planning workshops. Once these had been attended and a business plan had been prepared they would be referred to the Business London Programme for further workshops and then if appropriate, intensive start up support</li> <li>• Business Link actively filtered businesses to assess how serious businesses were. This would bring a higher success rate</li> </ul> <p>The relationship with Chambers of Commerce was discussed and reference was made to a number of towns within the Borough that did not have a Chamber. The possibility of Business Link involvement in helping setting Chambers of Commerce up was discussed but Members were informed this would need investment</p> <p>Discussion took place on the work that the London Development Agency commissioned and whether there were any opportunities for local authorities to influence or shape the nature of this work. An option could be for the Council to lobby the London Development Agency and Members agreed that this could be a recommendation of the review.</p> <p>Members referred to Business Clubs which would facilitate business to business support, business discounts, collective purchasing of service and goods and possibly mentoring and support from larger businesses to smaller businesses. The Business Link representative explained that the organisation only worked with businesses with a maximum of 249</p>	<p><b>Action By:</b></p>
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	<p>employees, but the concept of business clubs and mentoring and support could be explored.</p> <p>Members were reminded that a second facet of the review was looking at Industrial Estates and looking at how the Council and its partners could improve links with businesses. Particular interest was in relation to forming business clubs, business to business support and improving the profile of businesses on industrial estates. For the purpose of the review, focus would be on North Uxbridge Industrial Area which had 47 units and an employment number of over 2,000.</p> <p><b>Neil Impiazzi – Partnership Development Manager of SEGRO</b></p> <p>The review was provided with the following information:</p> <ul style="list-style-type: none"> <li>• SEGRO was Europe’s leading provider of flexible business space and operated from a network of 16 offices in 10 countries, serving businesses from start ups to global corporations</li> <li>• On Slough Estate work had taken place with clusters of businesses and SEGRO were building effective relationships with businesses in these difficult economic times and keeping close to their customers</li> <li>• SERGO had around 80 customers within Hillingdon, with premises ranging from sizes of 500 sq feet to 250,000 sq feet</li> <li>• Customers in Hillingdon ranged from freight forwarders to aviation, manufacturing to wholesalers and IT to utilities</li> <li>• Major challenges which faced customers included rent payments not being competitive in the current market, customers requiring less space to manage their liabilities, keeping down overhead costs and a lack of understanding of what support was available</li> <li>• Engagement with customers was the focus at present, which was important as 40-50% of SERGO’s business was repeat business</li> <li>• Marketing was an issue for businesses and SERGO was looking at working in partnership with customers to provide this</li> <li>• Building relationships with customers involved customer engagement programmes, a named contact for different issues, credit control, leasing and operations. The emphasis of the message was to change the dynamic from “tenant” to “customer”</li> <li>• Work was currently taking place with 75 customers who had rent payment plans to help ease their cash flow problems and support the future survival of their businesses</li> </ul>	<p><b>Action By:</b></p>
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	<ul style="list-style-type: none"> <li>• The cluster working which had taken place resulted in a renegotiating of building insurance premiums which had resulted in a 20% saving for customers. In Slough, 30-40 businesses working in a cluster had produced savings from jointly purchasing stationery</li> <li>• Work had taken place with Business Link to engage with industrial estate occupiers but they tended not to be the most interactive businesses</li> <li>• 6 weekly business to business meetings took place with advisers who gave practical advice</li> <li>• Events took place in which SERGO participated to help businesses</li> <li>• Reference was made to the “Slough Aspire” initiative which was a joint venture with Slough Council and was one of the UK’s most innovative skills, training and recruitment initiatives which would bridge the gap between employers on the Slough Trading Estate and training and education providers</li> <li>• “Slough Aspire” would be developed alongside the Slough Estate wide development plan called “Vision for Slough”, which would support the estate’s regeneration</li> <li>• SERGO would like to work in partnership with LBH with their businesses in the Borough</li> <li>• SERGO would continue to drive down occupier cost and improve efficiency by providing the option of leasing office furniture, IT equipment etc. Also further cluster buying initiatives would be undertaken and there would be approved lists of electricians, plumbers. Reference was made to the possible creating of a Hillingdon First for Business card which could be created within Hillingdon.</li> </ul> <p>Members noted the changing dynamic of SERGO from a landlord to a supplier and this approach was supported and seen as the way forward to support businesses.</p> <p>Reference was made to the possibility of piloting North Uxbridge Industrial Estate with some of the initiatives which SERGO had already undertaken in Slough, particularly those relating to the formation of business clubs. It was agreed that a recommendation of the review would be to ask officers to explore a partnership with SEGRO on the North Uxbridge Industrial Estate to help businesses on this site. This would include using some of the initiatives used in Slough as well as the development of an estate web site for Business to Business marketing and for SEGRO to advertise rental opportunities.</p> <p>Members expressed particular interest at the possible use of a Hillingdon First Business to Business card which could be used by businesses on Industrial Estates in the Borough. This would enable businesses to source goods and services locally as well</p>	<p><b>Action By:</b></p>
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## Minutes

**Corporate Services and Partnerships Policy  
Overview Committee  
13 May 2010  
Meeting held at the Civic Centre, Uxbridge**



	<b>Committee Members Present:</b> Councillors Jazz Dhillon, Raymond Graham, Richard Lewis, Carol Melvin, Robin Sansarpuri and Michael White.  <b>Officers Present:</b> Lloyd White and Nikki Stubbs.	
1.	<b>Election of Chairman</b>  <b>Resolved –</b> That Councillor Richard Lewis be elected Chairman of the Committee for the ensuing municipal year.	
2.	<b>Election of Vice-Chairman</b>  <b>Resolved –</b> That Councillor Michael White be elected Vice-Chairman of the Committee for the ensuing municipal year.	
	Meeting closed at: 8.50pm <b>Next meeting: 8 June 2010</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 is to Councillors, Officers, the Press and Members of the Public.

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## HILLINGDON LONDON

### **CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE**

**2009/10**

### **IMPACT OF PUBLIC FUNDED BUSINESS SUPPORT AND THE SUCCESS OF NEW BUSINESS START UP WITHIN HILLINGDON**

### **HOW THE COUNCIL COULD IMPROVE BUSINESS TO BUSINESS SUPPORT WITHIN THE BOROUGH'S INDUSTRIAL ESTATES**

#### ***Members of the Committee***

Cllr Richard Lewis (Chairman)

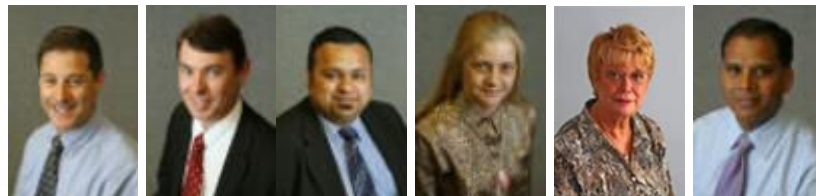
Cllr Michael White (Vice Chairman)

Cllr Sid Garg (Member of the Committee in  
2009/10)

Cllr Elizabeth Kemp (Member of the Council until 6  
May 2010)

Cllr Carol Melvin

Cllr Robin Sansarpuri



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## CHAIRMAN'S FOREWORD



The review was undertaken at a time when the business world, and in particular SMEs were being affected by the world-wide economic recession. 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 aim of the review was to focus on the impact of Public Funded Business Support and the success of New Business Start up, with a particular focus on Hayes Business (HB) Studios. These studios were built from funding secured from the London Development Agency and the Hillingdon Community Trust and have been a great success supporting new business start ups. The recommendations of the review will hopefully add more value to an already excellent facility which could be replicated in other areas of the Borough.

The second area of the review looked at how the Council could improve business-to-business support within the Borough's Industrial Estates. It was clear that the Council could do more to improve its links with businesses on the Industrial Estates within the Borough and the review, concentrating on the North Uxbridge Industrial Estate, looked at measures the Council and its partners could introduce to support these businesses which create significant employment and to facilitate business to business support on Industrial Estates.

The review heard evidence from a representative from Business Link in London and SEGRO (Slough Estates Group) and one of the recommendations of the review is a proposal for the Council to work in partnership with SEGRO, one of the leading commercial property investment and development companies, to look at piloting various initiatives which could improve business support for businesses on North Uxbridge Industrial Estate.

A handwritten signature in blue ink, appearing to read 'A.A. Lewis'. The signature is written in a cursive style with a horizontal line underneath.

## CONCLUSIONS AND RECOMMENDATIONS

The review found that the Council and its strategic partners provided a variety of measures to support businesses. The model used at Hayes Business Studios provided an excellent facility for micro-businesses and it was a sustainable model which could be used in other areas of the Borough.

The review was provided with positive messages from SEGRO (Slough Estates Group) in relation to North Uxbridge Industrial Estate and a variety of initiatives were discussed which will form the basis of further discussions between the Council and SEGRO.

### RECOMMENDATION 1

**That the London Development Agency when reviewing business support funding be asked to give consideration to how business networks can be facilitated at local level.**

### RECOMMENDATION 2

**That consideration be given to providing a core central service facility, possibly located at the Studios, which would provide professional support to the new business start ups.**

### RECOMMENDATION 3

**That Uxbridge College be asked to look at providing business networking events at the Studios which would facilitate greater interaction between businesses and lead to possibly business to business support.**

### RECOMMENDATION 4

**That further funding opportunities for new business start ups be explored and in particular investigations take place into the possibility of grants being available from UK Trade Investment to help those new start up businesses wishing to export from the UK.**

### RECOMMENDATION 5

**That, subject to resources, consideration be given to replicating the Hayes Business Studios model on other sites within the Borough.**

### RECOMMENDATION 6

**That officers be asked to explore a partnership with SEGRO on the North Uxbridge Industrial Estate looking at introducing initiatives which would provide support to the businesses on the estate.**

## **INTRODUCTION**

The Corporate Services & Partnerships Policy Overview Committee at its meeting on 10 February 2010 agreed to undertake a review into the impact of public funded business support and the success of new business start up within Hillingdon. Included with this was also looking at how the Council could improve business to business support within the Borough's industrial estates.

The dramatic economic downturn during the last year has made it a testing time for anyone to be in business. Arguably because of this there has never been a more important time to ensure that the relevant support is there from the Council and its partners.

Discussion took place at the Policy Overview Committee meetings in January and February on the areas the review should focus on. Issues raised by Members covered a wide ranging number of issues which were linked and overlapped and it was agreed to focus the review's attentions on the impact of public funded business support and the success of new business start up in the Borough.

Particular focus was on micro-businesses such as those located at Hayes Business Studios. These studios are located on Uxbridge College Hayes Campus and provide business start up units supporting local entrepreneurs. The studios were funded from the London Development Agency, Hillingdon Community Trust and the Council through planning gain (Section 106) funding. They consist of a £1m ten unit facility for new start up businesses.

Another area the review covered was Industrial Estates, and in particular North Uxbridge Industrial area, which provides an estimated 2,200 jobs. The Council does not have particularly good links with the many businesses on the Borough's Industrial Estates and the review looked into how the Council could improve this relationship. In addition the review sought the views of SEGRO (Slough Estates Group) to look at how larger organisations could help smaller businesses in terms of business to business support, mentoring and increasing the profile of these businesses.

### **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 Studios.

To look at how the Council could improve links with the Borough's Industrial Estates and improve business to business support on these 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.
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 with a focus on town centre improvements and this review looked at the support and funding which is provided to new businesses in the Borough.

In relation to Industrial Estates, the Council does not have regular engagement with businesses on the Borough's Industrial Estates, so examining the support given to businesses on North Uxbridge Industrial Estate would provide an insight into the issues and problems which affect businesses on these estates and provide an opportunity to see where potentially the Council can work in partnership to facilitate support to businesses.

## **METHODOLOGY**

For the review, witness sessions took place on 10 February, 23 March and 14 April 2010 and involved the following witnesses:

### **10 February 2010**

Nigel Cramb – Partnerships and Business Engagement Manager – LBH  
Helena Webster – Economic Development Manager

### **23 March 2010**

Martin Blandy – Manager of Hayes Business Studios  
Lorraine Collins – Uxbridge College  
Nas Khan – Businessman, Hayes Business Studios

**14 April 2010**

Rob Grover – Partnership Manager – Business Link in London  
Neil Impiazzi – Partnership Manager – SEGRO (Slough Estate Group)

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

- Economic Impacts Dashboard – This document gathered data from across the Council to track yearly and monthly changes and highlight potential impacts
- Solutions for Business – Key points from London Council briefing for London Boroughs – 19 May 2009
- Industrial Business Areas Audit 2008
- Hayes Business Studios Newsletter – Spring 2010

One of the review meetings took place at Hayes Business Studios, which enabled Members to look at the affordable, managed, business start up units which supported local entrepreneurship.

## EVIDENCE AND FINDINGS

### What is currently available in terms of business support?

The most generic service this organisation offers in terms of support to small business is available under the Business London Service. This is delivered by Gateway Business Consultants for Hillingdon and Ealing on behalf of West London Business. Funding for this service is provided by London Development Agency and also supplemented by funding from the Department of Work and Pensions to support unemployed people to become self employed.

### Business Link in London

Business Link in London is a free, impartial business advisory service available to anyone starting or running a small or medium sized business (SME). This is funded by the London Development Agency (LDA) and managed by Serco, using the Business Link in London branding.

Business Links work includes:

- Face to face advice from a team of experienced business advisers, practical workshops and networking events
- A 24 hour, 7 day a week helpline
- Access to nearly 900 practical guides and dozens of useful tools
- Connecting businesses to the right specialist help, when and where they need it
- Working in partnership with the private, voluntary and public sectors to ensure business receive the most suitable support

Rob Grover, Partnership Manager for Business Link in London informed the review that the role of Business Link was to help business start ups and established businesses to survive, prosper and grow. This was achieved through the provision of high quality and practical advice and information as well as providing businesses with access to other sources of business support.

In the 12 month period from January 2009 to December 2009, over 3,600 Hillingdon based businesses were helped by Business Link. This help and support ranged from businesses registering for the newsletter, making use of the on-line support tools, attending information and networking events, through to receiving intensive personal assistance through a full Business Review.

Business Link worked with mainly micro-businesses (70%) but in the present economic climate, the organisation was pushing to help those SMEs that employed 5+ staff and which could grow and employ more staff. Filtering of businesses took place to assess how serious businesses were and this would ensure a higher success rate.

### **Solutions for Business**

Nationally there have been some 3,000 different public sector business support schemes available, all with different eligibility criteria. This has caused confusion to businesses.

Solutions for Business has streamlined these business support schemes into a core offer of 30 products ranging from Train to Gain through to Finance for Business and Innovation vouchers. The solutions for Business definition of business is *“Any publicly funded activity that benefits a business or a person considering creating a business such as through grant, loan, subsidy, advice or service.*

### **London Development Agency**

London Development Agency (LDA) aims to address the issues that prevent London’s firms performing as efficiently and effectively as possible and identify areas that justify public sector intervention. LDA objectives are to:

- Address barriers to enterprise start-up, growth and competitiveness
- Maintain London’s position as a key enterprise and trading location
- Improve the skills of the workforce
- Maximise the productivity and innovation potential of London’s enterprises

One of the major roles of the LDA is being the strategic leader of business support in London managing the Business Link in London support service for entrepreneurs and SMEs. The LDA’s work complements other established regional and national schemes and they have a strong record of helping small-to-medium-sized enterprises (SMEs) to access finance for their expansion and growth, as well as offering a number of loan and grant schemes.

### **Chambers of Commerce and Local Trade Associations**

The review when receiving evidence noted the importance of Business Link’s relationships with Chambers of Commerce and local trade associations or business networks as a means of engaging with businesses. In Hillingdon Borough there were a number of towns that did not have the presence of a Chamber of Commerce.

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*Corporate Services & Partnerships Policy Overview Committee  
Impact of public funded business support and the success of new business start up within Hillingdon*

*How the Council could improve business to business support within the Borough’s industrial estates*



Chambers of Commerce and local trade associations can help businesses, particularly SMEs by bringing exclusive access to business networking meetings and provide opportunities to promote inter-chamber trade. They can provide strength in unity; they can campaign at the highest level on issues that matter to businesses. Chambers of Commerce can offer advice and support in resolving business problems which can occur for SMEs.

The review agreed that the setting up of local trade associations in a number of towns in the Borough would provide a useful resource for businesses and this could be an area of work which Business Link could get involved in. Members were aware that the LDA commissioned Business Link in London's work programme and this would have resources implications.

**RECOMMENDATION 1**

**That the London Development Agency when reviewing business support funding be asked to give consideration to how business networks can be facilitated at local level.**

**Hayes Business Studios**

One of the witness sessions for the review was held at Hayes Business Studios and provided Members with an opportunity to have a look at successful micro-businesses within the Borough.

Hayes Business Studios are located on Uxbridge College Hayes Campus and are affordable, managed business start up units which support local entrepreneurship. They were built from funding secured from the London Development Agency (£750,000), Hillingdon Community Trust (£45,000) and the London Borough of Hillingdon (£215,000 from Section 106 funding).

The facility consists of £1m ten unit premises for new start up businesses and has been a great success story during these difficult economic times.

Achievements have been:

- Securing extensive external funding from the LDA. The London Borough of Hillingdon was the first of three boroughs (Ealing, Hillingdon & Hounslow) to deliver
- Appointing a dedicated 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

- Hayes Business Studios 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
- To date 8 new businesses have been created since the studios opened
- The Studios have become a local focus for entrepreneurship, through participating in national programmes such as Striding Out (The Big Leap) etc

The review was provided with evidence provided by Martin Blandy, the manager of the Studios, together with Nas Khan, a business tenant of one of the studios.

As part of taking up a studio, a business start up was given ongoing professional support and advice which was delivered free by qualified and professional trained business advisers in a way which suited and met the needs of the business. A range of training and support was offered which included:

- Leadership and Management Programme delivered by Uxbridge College with up to £1,000 of grant support available
- “Train to Gain” – this helped businesses get the training they need to succeed and stay successful
- Business seminars and Business Start up Open Days

### **Free Business Banking**

One of the major advantages for start up businesses at the Studios is the initiative of free business banking for 2 years with Natwest Bank. This service provides new businesses with support and packages which help them during their set up period.

- 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, insurances etc
- Access to added value business partners which includes Streamline, Mentor and Lombard who can provide services to support, protect and grow businesses
- Start up packs which provide powerful business planning software and useful business guides
- Exclusive selection of discounts and offers

## **Mentoring and Support**

Business tenants for the Studios went through a strict interview process and had to produce a Business Plan which provided details of the businesses future plans and vision. The initial support for tenants consisted of an interview with the local Business Link representative.

Nas Khan, who provided the review with his views on business start ups, informed the review that the first 12 months for a new start up business was critical and it was important that new businesses had the support and mentoring in place to ensure survival.

Reference was made to the early days of any business being chaotic, with the focus being on trying to build the business up and generating revenue. However, new start ups found the management of invoices, managing stock control, the practicalities of pay as you earn tax, public liability insurance and so on, overwhelming and time-consuming, and took business proprietors away from the main focus of selling their service and generating income.

A solution to this could be that a core central service facility be provided within the Studios which new business start ups could have the option of buying into and which could provide valuable professional support. This would enable businesses to concentrate on selling their service and providing maximum time to do this.

### **RECOMMENDATION 2**

**That consideration be given to providing a core central service facility, possibly located at the Studios, which would provide professional support to the new business start ups**

Nas Khan informed the review that in relation to support for new businesses, this could simply be having another person in business to talk to, to share thoughts and ideas with. There was not a great deal of interaction amongst the businesses within the studios and it was acknowledged that greater networking of these start up businesses would benefit all.

Details of the level of business support were reported and it was noted that this support was not as great as anticipated when the Studios were devised. Lorraine Collins from Uxbridge College reported that there was an element of business advice within some of the college's own training, especially within subject areas which might 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 start ups.

Opportunities were provided for businesses at the Studios to have “get togethers” such as breakfast meetings, but it was acknowledged that greater networking should take place which would benefit all the businesses. Greater knowledge of each others businesses may provide discount opportunities from business to business.

Events such as the recent Google event which was held at the Civic Centre at the London Borough of Hillingdon could be held at the Business Studios, with the involvement of West London Business and the Chambers of Commerce. In addition businesses could work closer with Uxbridge College, taking students on placement for work experience.

Business Case Studies, successes and failures were produced by the Studio’s manager and these could be used for training purposes at a Business event, utilising the Human Resources team at Uxbridge College.

**RECOMMENDATION 3**

**That Uxbridge College be asked to look at providing business networking events at the Studios which would facilitate greater interaction between businesses and lead to possible business to business support.**

**Other sources of funding**

Throughout the review Members were made aware of the limited resources which Business Link had at their disposal which limited the amount of support they could give to new businesses. There were organisations which could be contacted for possible funding and reference was made to Hillingdon Partnership Trust(**Helena is this correct?**) who were a charitable organisation who pulled together funding from businesses.

The UK Trade Investment (UKTI) is an organisation who helps businesses who want to export from the UK to overseas. UKTI can offer business start ups with business opportunities, expert trade advice and support to UK based companies wishing to expand their business overseas. This could be an area of opportunity for grant monies for new start businesses within the Studios.

**RECOMMENDATION 4**

**That further funding opportunities for new business start ups be explored and in particular investigations take place into the possibility of grants being available from UK Trade Investment to help those new start up businesses wishing to export from the UK**

Members were extremely impressed with the set up at Hayes Business Studios and the overall success of the project, and subject to resources, consideration should be given to replicating this model on other sites in the Borough. The model was sustainable and provided excellent facilities for new business start ups.

**RECOMMENDATION 5**

**That , subject to resources, consideration be given to replicating the Hayes Business Studios model on other sites within the Borough.**

**Industrial Estates**

A second area the review was interested in was looking at the Borough's Industrial Estates. The Council has tended to focus activity on town centres. This aspect of the review provided Members with an insight into the issues and problems which affect businesses on estates. Some 27,000 people are employed within industrial business areas across Hillingdon

From officer investigations prior to the review it was found that because the Council did not have an overview of businesses on estates it was difficult for officers to engage with businesses out there. The businesses located on the estates varied greatly, from major companies such as BMI, Xerox to micro businesses.

The most appropriate source of information the review used was from the Borough's Employment Land Study which was published in July 2009, as part of the evidence base for the Local Development Framework.

**North Uxbridge Industrial Area and SEGRO**

For the purpose of the review it was agreed to focus on North Uxbridge Industrial Area. This estate has an estimated employment of 2,196, total floorspace of 67,000 sq.m with 47 sites/premises.

The site is predominantly a mix of offices, warehousing and distribution facilities and some industrial buildings. The key firms on the site are Rank Xerox, Arri Media, Beyer (Healthcare) Ltd and IBM.

One of the key owners of the Industrial Estate is SEGRO (Slough Estates). SEGRO is Europe's leading provider of flexible business space and operated from a network of 16 offices in 10 countries, serving businesses from start ups to global corporations.

Neil Impiazzi, Partnership Development Manager of SEGRO provided the review with details of the work his organisation was doing to support businesses on Industrial Estates, particularly during the present difficult economic climate. The main issue

Information provided included:

- Work had taken place on Slough Estate with clusters of businesses and SEGRO was building effective relationships with businesses and keeping close to them in these difficult economic times
- Cluster working had resulted in a re-negotiating of building insurance premiums which resulted in a 20% saving for customers. In Slough for example, 30-40 businesses working in a cluster had produced savings from jointly purchasing stationery
- SEGRO had around 80 customers within the Borough, with premises ranging from sizes of 500 sq feet to 250,000 sq feet
- Major challenges which faced customers included rents not being competitive in the current market, customers requiring less space to manage their liabilities, keeping down overhead costs and a lack of understanding of what support was out there for businesses
- Engagement with customers was the particular focus at present. This was important as 40-50% of SEGRO's business was repeat business
- SEGRO were working in partnership with their customers on marketing
- Building relationships with customers involved customer engagement programmes, a named contact for different issues, credit control, leasing and operations
- A particular emphasis from the organisation was to change the dynamic of tenants to customers, and to change the approach of SEGRO from a landlord to a supplier of services
- Reference was made to the work which was taking place with 75 customers with rent payment plans which will ease their cash flow problems and support the future survival of their businesses
- Work has taken place with Business Link to engage with Industrial Estate occupiers but they tended not to be the most interactive businesses
- 6 weekly business to business meetings took place with advisers who gave businesses professional advice
- SEGRO will continue to drive down occupier costs and improve efficiency by providing the option of leasing office furniture, IT equipment

**Partnership with SEGRO**

The review focused on the partnership work which SEGRO was currently undertaking on Slough Trading Estate and the representative from SEGRO expressed an interest in working closely with LBH and possibly introducing some of those measures in the Borough.

Focusing on North Uxbridge Industrial Estate as a pilot, work could take place on providing support to businesses on this estate, similar to the initiatives which SEGRO have introduced in other areas.

Specific areas of interest could be the formation of a business club on North Uxbridge Industrial Estate, looking at the marketing of the businesses on the estate and constructing a website for the estate which could advertise businesses on there, providing information on rental opportunities and other initiatives to support businesses.

The cluster approach could be investigated in terms of buying initiatives for businesses and the possible introduction of some kind of discount card. This could enable businesses to source goods and services locally as well as providing discounts for the businesses.

The review was provided with details of SEGRO's "Vision for the future" and in particular the work which was being done on Slough Trading Estate. The Estate is home to world leading brands such as Mars, LG, Fiat, Ferrari and O2, as well as exciting local start ups. Employing 17,000 people across 400 companies, it provides a quarter of all jobs in Slough.

The Trading Estates success has been founded in its ability to adapt to the changing demands of business. With traditional manufacturing in decline, SEGRO is looking to the future and looking at initiatives which will retain and create jobs. The Estate Wide development plan called "Vision for the future" is aimed at helping Slough retain its competitive position in the Thames Valley and will create 4,000 new jobs and attract new companies to Slough Trading Estate, which in turn will contribute approximately £100m a year to the local economy.

**RECOMMENDATION 5**

**That officers be asked to explore a partnership with SEGRO on the North Uxbridge Industrial Estate looking at introducing initiatives which would provide support to the businesses on the estate.**

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# Agenda Item 6

## Corporate Services & Partnerships Policy Overview Committee Review Topics 2010/11

Contact Officer: Khalid Ahmed  
Telephone: 01895 250833

### REASON FOR ITEM

To enable the Committee to agree the review it wishes to undertake in the 2010/11 Council year.

### OPTIONS OPEN TO THE COMMITTEE

1. Agree topics for in-depth review in 2010/11

### INFORMATION

1. The Committee is responsible for undertaking the 'policy overview' role in relation to the services provided by the Council's Finance & Resources Group and Deputy Chief Executive's Office. The full range of services under the Committee's remit is outlined in the terms of reference at the start of the agenda. These are primarily strategic policy and internal functions such as finance, property, personnel, democratic services, legal services, ICT, economic development, as well as equalities and diversity.
2. Previous experience from both Hillingdon and other Councils indicates that the Committee can have the greatest impact by focusing on a work programme agreed at the start of the Council year. Similarly, focusing upon one or two items at each meeting can help Members engage with the major issues and encourage stakeholder engagement.
3. As in previous years, the Committee is recommended to use this first meeting of the year to set a work programme for the next 12 months and select one or two topics for major review.
4. In selecting topics, Members are reminded of the Committee's work in from 2006 to 2009, which included reviews of:

#### 2006/7

- Members' information needs concerning decision-making
- Members' role in Audit

#### 2007/8

- Community cohesion
- Review of Voluntary sector grants

#### 2008/9

- Wireless town centre in Hillingdon

## 2009/10

- Impact of a Pandemic in Hillingdon and the Effects on Council Services
- The Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and how the Council could improve Business to Business Support with the Borough's Industrial Estates

## SUGGESTED SCRUTINY ACTIVITY

Members agree one or two topics for in-depth review, using the selection criteria below suggested by the Audit Commission and their knowledge of residents' priorities.

### **Selection criteria recommended by the Audit Commission**

#### **(A) Possible Reasons for Scrutiny**

- Strong public interest
- Government pressure
- Included in the council plan or Hillingdon Improvement Programme
- Inspection report recommendation (e.g. performance below target)

#### **(B) Scope for Making an Impact**

- Area within Council's control/influence
- High impact on residents
- Expertise available on which to draw
- Good practice available elsewhere

# Agenda Item 7

## 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
8 June 2010	CR 4
22 July 2010	CR 5
7 September 2010	CR 6
13 October 2010	CR 6
11 November 2010	CR 6
19 January 2011	CR 6
22 February 2011	CR 6
16 March 2011	CR 5
20 April 2011	CR 6

Corporate Services & Partnerships Policy Overview Committee

**2010/11 DRAFT Work Programme**

<b>Meeting Date</b>	<b>Item</b>
<b>8 June 2010</b>	Draft Final Report – The Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and Reviewing how the Council could Improve Business to Business Support with the Borough’s Industrial Estates
	Discussion on work programme for 20010/11
	Cabinet Forward Plan

<b>22 July 2010</b>	Performance: Final Updates for 2009/10
	The Year Ahead and Key Performance Indicators linked to Group Plans
	Budget Outturn and Context for 20010/11
	Major Review in 2010/11 - Scoping Report
	Work Programme
	Cabinet Forward Plan

<b>7 September 2010</b>	Major Review in 2010/11 – First Review
	Witness Session 1
	Cabinet Forward Plan
	Work Programme

<b>13 October 2010</b>	Major Reviews in 2010/11 – First Review
	Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>11 November 2010</b>	Major Reviews in 2010/11 – First Review
	Witness Session 3

	Cabinet Forward Plan
	Work Programme

<b>19 January 2011</b>	Performance Information Reports
	Group Services Plan / Priorities for Year Ahead
	Draft Budget for Consideration
	Major Reviews in 2010/11 – First Review Final Report
	Cabinet Forward Plan
	Work Programme

<b>22 February 2011</b>	Major Reviews in 2010/11 – Second Review Witness Session 1
	Cabinet Forward Plan
	Work Programme

<b>16 March 2011</b>	Major Reviews in 2010/11 – Second Review Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>20 April 2011</b>	Major Reviews in 2010/11 – Second Review Witness Session 3
	Cabinet Forward Plan
	Work Programme

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## **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 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

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 - 24 JUNE 2010</b>									
SI	<b>Reports from Policy Overview Committees</b>	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	<b>DCEO</b> Democratic Services			
462	<b>Grants to voluntary organisations</b>	Cabinet to be requested to change the terms of its Compact with the voluntary sector.	All		Cllr Douglas Mills	<b>DCEO</b> Nigel Cramb			<b>NEW</b>
439	<b>ICT Directory Services, File Hosting and Email</b>	This report will present the results of the tender action for the provision of Directory Services, File Hosting and Email licenses and Support	All		Cllrs Jonathan Bianco and Scott Seaman-Digby	Arthur Greaves	Finance, Legal and Central Procurement		
SI	<b>Quarterly Voluntary Sector Leases Report - Quarter 4</b>	Regular quarterly report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	<b>P&amp;CS</b> Gregory Morrison			
SI	<b>Quarterly Council Plan, Performance, Local Area Agreement and Achievements monitoring - Quarter 4</b>	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	<b>DCEO</b> Kevin Byrne / Sue Crehan / Ian Edwards 01895 277182			
SI	<b>Quarterly Performance Monitoring of the Sustainable Community Strategy - Quarter 4</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			
SI	<b>Quarterly Planning Obligations Monitoring report - Quarter 4</b>	Regular monitoring report with information about spending on section 106 (developer contribution) monies.	All		Cllr Keith Burrows	<b>P&amp;CS</b> Jales Tippell / Vanessa Scott 01895 250402		Previous Cabinet Reports	

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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			
<b>CABINET MEMBER DECISIONS - JUNE 2010</b>									
460	<b>Community Safety Fund</b>	The Cabinet Member will receive a report authorising external grant funding for individual projects that will benefit from the Borough-wide Community Safety Initiative Fund 2010/11.	Various		Cllr Douglas Mills	<b>P&amp;CS</b> Ed Shaylor			<b>NEW</b>
<b>CABINET - 15 JULY 2010</b>									
SI	<b>Reports from Policy Overview Committees</b>	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	<b>DCEO</b> Democratic Services			
Page 36									
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			
<b>CABINET MEMBER DECISIONS - JULY 2010</b>									
SI	<b>Standard Items taken each month by the Cabinet Member</b>	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	<b>DCEO</b> Democratic Services	Various	Various	
<b>CABINET MEMBER - LIST OF STANDARD ITEMS CONSIDERED EACH MONTH</b>									

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SI	<b>Constitutions of School Governing Bodies and appointment of LA Governors</b>	To approve appointments and reappointments of local authority governors and to approve any changes to school governing body constitutions			Cllr David Simmonds	DCEO Democratic Services		Requests from School Governing Bodies	
SI	<b>Appointment of Consultants</b>	To consider the appointment of consultants where the cost is between £5,000 and £50,000			as appropriate	various			
SI	<b>Release of Capital Funds</b>	Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members			Cllr Ray Puddifoot and Cllr Jonathan Bianco	F&R Peter Malewicz / Phil Hopkins			
SI	<b>Petitions about matters under the control of the Cabinet</b>	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.			as appropriate	DCEO Democratic Services		Petitions to the Council	
SI	<b>Local Safety Schemes and Parking Revenue Account funded schemes</b>	To consider petitions received and decide on future action			Cllr Keith Burrows	E&CP Jack Webster 01895 250638	Traffic Liaison Group	LAAU Accident Statistics	
SI	<b>Pedestrian Crossings</b>	To approve schemes to provide crossing facilities			Cllr Keith Burrows	E&CP Jack Webster 01895 250638			
SI	<b>To approve write offs</b>	To consider write offs of Council income that are in excess of £5000			as appropriate	various			
SI	<b>To consider parking management schemes &amp; Traffic Regulation Orders</b>	To consider and decide on the form of parking management schemes including stop and shop schemes at shopping centres. To also consider objections to traffic regulation orders and to decide whether to approve the orders in the light of objections			Cllr Keith Burrows	E&CP Jack Webster 01895 250638			

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SI	<b>Road Safety Programme, Traffic Congestion Mitigation Programme and School Travel Plan Programme</b>	To approve any schemes in the programmes			Cllr Keith Burrows	<b>E&amp;CP</b> David Knowles 01895 277578	Traffic Liaison Group, Motorists' Forum, Ward Councillors		
SI	<b>London Cycle Network Schemes and Cycling Initiative Schemes</b>	To approve any schemes that are part of the London Cycle Network or are cycling initiative schemes			Cllr Keith Burrows				
SI	<b>Acceptance of Tenders</b>	To accept tenders for contracts of between £100k and £250k in their Portfolio Area where funding is previously included in Council budgets.			as appropriate	various			
SI Page 38	<b>Extension of Leasehold Interests of flats under the 1993 Act</b>	To consider an extension of the leasehold interests for several flats where the Council as freeholder has received an application under the Leasehold Reform Housing and Urban Development Act 1993. The report will recommend grant of the extensions in each case where the Notice is valid and in accordance with legislation.			Cllr Jonathan Bianco and Cllr Philip Corthorne	P&CS Mike Paterson 01895 250925			
SI	<b>Chrysalis Programme of Environmental Improvements</b>	The Cabinet Member(s) will be asked to consider the recommendations of the Environmental Improvements Panel.	Various		Cllr Douglas Mills & Cllr Sandra Jenkins	<b>DCEO</b> Maggie Allen 01895 277040			
SI	<b>External funding bids</b>	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.			as appropriate	<b>various</b>			
SI	<b>Supporting People Update Report on a Quarterly Basis</b>	Regular report to the Cabinet Member on what the Council is doing in respect of the "Supporting People" agenda. The SP programme seeks to provide the delivery of a quality of life and promotion of independence for vulnerable people.			Cllr Philip Corthorne	<b>ASCH&amp;H</b> Barry Newitt 01895 277323			

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SI	<b>Erection and Renewal of Street Furniture</b>	Following Cabinet's decision on 24th September, final sign-off of any expenditure against this term contract must be made by the Leader of the Council and Cabinet Member for Finance and Business Services.	All		Cllr Ray Puddifoot and Cllr Jonathan Bianco	<b>E&amp;CP Jonathan Westell</b>			
SI	<b>Response to key consultations that may impact upon the Borough</b>	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC		as appropriate	<b>DCEO Democratic Services</b>			

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