



HILLINGDON
LONDON



Corporate Services and Partnerships Policy Overview Committee

Councillors on the Committee

Richard Lewis (Chairman)
Michael White (Vice-Chairman)
Robin Sansarpuri
Raymond Graham
Anita MacDonald
Carol Melvin

Date: WEDNESDAY, 19
JANUARY 2011

Time: 7.30 PM

Venue: COMMITTEE ROOM 6 -
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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This Agenda is available online at:
<http://modgov.hillingdon.gov.uk/ieListDocuments.aspx?CId=243&MId=670&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 meeting held on 11 November 2010 (**Pages 1-6**)
- 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 Budget Proposals Report for Central Services (Deputy Chief Executive's Office and Finance & Business Services) 2011/12 to 2014/15 (**Pages 7-42**)
- 6 Major Review - Census 2011 - To Look at How This Council can contribute to Improving the Population Data for the Borough - Draft Final Report (**Pages 43-96**)
- 7 Progress on the Implementation of Skills and Knowledge Audit as recommended during the Pandemic Review (**Pages 97-98**)
- 8 Security Contract
To receive an oral update on the Security Contract for the Council.
- 9 Possible Topics for this Committee's Second Major Review
To consider an oral report.
- 10 Cabinet Forward Plan (**Pages 99-104**)
- 11 Work Programme 2010/11 (**Pages 105-108**)

Minutes

**Corporate Services and Partnerships Policy
Overview Committee
Thursday 11 November
Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge UB8 1UW**



	<p>Members Present: Councillors Richard Lewis (Chairman), Raymond Graham, Shirley Harper-O'Neill, Anita MacDonald, Carol Melvin and Robin Sansarpuri.</p> <p>Apologies: Councillor Michael White (Councillor Shirley Harper-O'Neill substituting)</p> <p>Officers: Toni Brown (Deputy Chief Executive's Office), Kevin Byrne (Head of Policy) and Khalid Ahmed (Democratic Services Manager).</p> <p>Witnesses: Amanda King (Area Manager for Office for National Statistics) and Nick O'Donnell (Head of Stakeholder Management for Office for National Statistics)</p>	
29.	<p>DECLARATIONS OF INTEREST</p> <p>None.</p>	
30.	<p>MINUTES OF THE MEETING HELD ON 13 OCTOBER 2010</p> <p>Agreed as an accurate record.</p>	
31.	<p>EXCLUSION OF THE PRESS AND PUBLIC</p> <p>It was agreed that all items of business were considered in public.</p>	
32.	<p>MAJOR REVIEW – CENSUS 2011 – TO LOOK AT HOW THIS COUNCIL CAN CONTRIBUTE TO IMPROVING THE POPULATION DATA FOR THE BOROUGH</p> <p>The Head of Policy informed Members that the draft communication strategy for Hillingdon would build on the communications strategy of ONS. Hillingdon would communicate the Census through a variety of ways such as through Hillingdon People, the public website and its Street Champions.</p> <p>The publicity would begin with an article in Hillingdon People in January; internal briefings would be given to staff as a number of staff were residents of the Borough. In addition there would be displays in libraries and the Council would also give consideration to the use of social network sites, such as Facebook. The Council's many public notice boards would be</p>	<p>Action By:</p>

	<p>used and work would take place with ONS in relation to the provision of posters in different languages to reflect the ethnic diversity of the Borough.</p> <p>Members were provided with details of the London Borough of Hounslow's draft communication strategy which was a comprehensive document. Members asked that officers give consideration to some of the areas which this strategy covered. It was agreed that Hillingdon's draft communication strategy be made available for Members.</p> <p>Lambeth Census Focus Group</p> <p>At the last meeting of the Committee, Members asked that measures which this focus group had suggested which would improve participation rates be provided for the review. These measures included:</p> <ul style="list-style-type: none"> • Early implementation of a Census awareness raising campaign • A clear explanation of what the Census was, what it was used for and why it was important for residents to participate • Localise the message, help people to see it as important to the Borough, rather than a national initiative • Focus the message around the increased funding the Council would receive from central government and the positive impact this would have on service delivery • Include case studies of potential improved service delivery which were relevant to 'hard to count' groups • Emphasise that the money would be spent on better quality services to combat cynicism about Council ineptitude • Publicise the translation sheet at the back of the Census questionnaire envelope and inform people that they could phone a free helpline number or download an information pack in their language • Give an explanation that the Census questionnaire would only be addressed to the occupier but that it was still an important document • The targeting of places of worship through engaging with priests and pastors etc • Targeting foreign newspapers. For example in relation to Polish newspapers; Panorama, Cooltura, Polish Express and websites • Reference was made to the Census in Poland which was known as Spis Ludnosci. This or other foreign equivalents to the Census could be used in publicity • Information posters and leaflets about the Census could be left in nurseries, schools, churches, pubs etc. Also in shops selling foreign cuisine 	<p>Action By:</p> <p>Kevin Byrne /Emma Marsh</p>
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33.	<p>PROGRESS ON IMPLEMENTATION OF RECOMMENDATIONS MADE BY THE POC ON RECENT REVIEWS</p> <p>In relation to this Committee's review into the impact of a Pandemic, Members asked that further details be provided on details of the skills and knowledge audit which Strategic HR had carried out.</p> <p>Resolved –</p> <ol style="list-style-type: none"> 1. That the information contained in the report be noted and Strategic HR be asked to provide further information on the skills and knowledge audit which took place as a result of the Pandemic review. 	Strategic HR / Khalid Ahmed
34.	<p>WORK PROGRAMME 2010/11</p> <p>The report was amended to reflect the additional meeting which would be taking place in December.</p>	Khalid Ahmed
35.	<p>CABINET FORWARD PLAN</p> <p>Reference was made to the item on the Security Contract which was on the Forward Plan for Cabinet on 20 January 2010 and Members asked that the Committee be provided with a briefing on this.</p> <p>The report was noted.</p>	Steve Smith
	<p>Meeting closed at 9.00pm Next meeting: 20 December 2010 at 7.00pm.</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 is to Councillors, Officers, the Press and Members of the Public.

BUDGET PROPOSALS REPORT FOR CENTRAL SERVICES (DEPUTY CHIEF EXECUTIVE'S OFFICE AND FINANCE & BUSINESS SERVICES) 2011/12 TO 2014/15

Contact Officer: Peter Malewicz
Telephone: 01895 277908

REASON FOR ITEM

This item enables Central Services compliance with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund revenue budget and capital programme for 2011/12. This report sets out the draft revenue budget and capital programme of Central Services (comprising both the Deputy Chief Executive's Office (DCEO) and the Finance & Business Services Directorate (F&BS)) for 2011/12, along with indicative projections for the following three years. Following consideration by Cabinet on 16 December 2010, these proposals are now under consultation, with proposals for each Group being discussed at the January 2011 cycle of Policy Overview Committees.

Cabinet will next consider the budget proposals on 17 February 2011, and the report will include comments received from Policy Overview Committees. At the meeting on 17 February 2011, Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2011/12. Full Council will meet to agree the budgets and Council Tax for 2011/12 on 24 February 2011.

The Committee needs to consider the budget proposals as they relate to Central Services, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

OPTIONS AVAILABLE TO THE COMMITTEE

It is recommended that the Committee notes the budget projections contained in the report, and comments as appropriate on the combined budget proposals put forward by the Central Services, within the context of the corporate budgetary position.

INFORMATION

Background

- 1 This is the first opportunity within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2011/12. The budget report to Council for Council Tax setting for 2010/11 contained an initial savings requirement of £20.3m for 2011/12. As part of the continuing work on the HIP Business Improvement Delivery project, a budget strategy was devised to address this gap. Each group was given a specific savings target for 2011/12 to deliver through their BID programme, with the

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initial total savings target set at £10.5m. In addition, groups were tasked with reviewing and reducing all pressures and a review was also started on all corporate pressures.

- 2 During the year, Cabinet has monitored and increased the savings target to £22m. This savings target includes an additional savings target of £2m for Area Based Grant (ABG) funded services, added following the post election budget when a £3.6m in-year cut was imposed by central government (£1.8m ongoing impact), and also includes a £3.8m further worsening of the estimated formula grant funding for 2011/12 caused by the front loading of savings in the CSR announcement on 20 October 2010. This has necessitated reducing expenditure further and faster than anticipated. As part of the budget setting process, all Groups have been involved in a three stage budget planning and challenge process, and it is the output of this process that forms the basis of the budget proposals set out in this report.
- 3 The report includes draft revenue budget and capital programme projections for the group for three years beyond next year, to reflect the four-year planning cycle used by the Council.
- 4 The structure of the report reflects the budget proposals reported to Cabinet on 16 December 2010, and sets out the aggregate corporate position, followed by the Deputy Chief Executive's Office proposals and then the Finance & Business Services proposals, which have been extracted from the corporate budget.

The Budget and Policy Framework Procedure Rules

- 5 The consultation on the budget proposals commenced on 17 December 2010 following decisions taken by Cabinet on 16 December 2010.
- 6 There will be a further consideration by Cabinet of the budget proposals on 17 February 2011, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services and Partnerships Policy Overview Committee which meets on 9 February 2011. Council will be requested to approve the Cabinet's proposals on 24 February 2011, and if approved without further amendment they will be effective immediately.

Corporate Summary

- 7 While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
- 8 The budget proposals included in this report represent Cabinet's budget strategy for 2011/12 and beyond. The revenue budget proposals have been developed to deliver a zero increase in Council Tax for 2011/12 whilst maintaining balances and reserves at £12m over the medium term.

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- 9 The real challenge in delivering a balanced budget for 2011/12 is the development of significant savings of around £22m. This is more than double the £10.3m required in 2010/11. Those savings proposals have been developed alongside the in-year challenge of responding to a £3.6m government grant cut to funding in 2010/11. The main pressure which the Council has had to handle is the income from Government Formula Grant reducing by an estimated £10.8m. This is very partially offset through an additional central government grant of £2.765m enabling a freeze in Council Tax in 2011/12. Due to the operation of damping to reduce the impact on some authorities the Council as a growing authority lost £0.4 m of grant.
- 10 Detailed within the draft budget proposals, in addition to the £22m savings proposals, are £3.8m of corporate pressures, £7.5m of service pressures, an allowance of £2m for inflation, proposals for £0.3m of growth, and a reduction to the contingency requirement of £0.5m.
- 11 The development of savings proposals has concentrated on more efficient delivery methods and the new operating model and focusing on core services; and on not creating new pressures by providing services no longer funded by Central government, but instead seeking to avoid local impact as far as possible by new ways of working.
- 12 The draft capital programme for 2011/12 and indicative allocations for the following three years are presented in this report. The draft capital programme over four years is worth £256.5m with £105m of capital expenditure in 2011/12. This includes funding for new General Fund projects of £8.3m for the development of Yiewsley Pool site which includes a new health centre.
- 13 In addition, the capital programme provides almost £9m of funding for key ongoing programmes including the Chrysalis programme, the Leader's Older Peoples Initiative and the upgrade of local town centres; and £19m of funding for ongoing major projects such as the Libraries refurbishment programme, Highgrove Pool Phase II and the South Ruislip Development.

Deputy Chief Executive's Office Budget Proposals

Summary of Key Financial Issues

- 14 The Deputy Chief Executive's Office (DCEO) will continue to play a key role in developing a strong and robust core strategic support function for the Council and provide resources to carry out the transformation that will come out of Business Improvement Delivery reviews.

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- 15 In 2010/11, the outcomes of a number of Business Improvement Delivery reviews have resulted in the centralisation and unification of a number of common functions within the DCEO, including the unification of the HR function (incorporating the Health and Safety team, the Schools HR team and the Business Support function), the unification of the Policy and Performance function and the addition of the Audit and Enforcement role (including the Housing Benefit Fraud team).
- 16 The incorporation of Hillingdon Homes back into the Council has had an impact on a number of services within the Group, where a number of functions and staffing resources have been transferred, these include 4 staff into the HR Service and 2 staff into the Corporate Communications service.
- 17 The service has undergone a number of significant restructurings, including the HR Service, Legal Services, the combining of the Registration of Electors and Registration of Births, Deaths and Marriages Team under one manager, the combining of the Policy and Performance teams, which has resulted in the deletion of one Head of Service post, and the Corporate Communications Service. All of these will deliver savings that contribute towards a balanced Revenue Budget for 2011/12.
- 18 The reduction in the ABG funding has had a major impact on the DCEO, requiring a number of significant reviews of service provision in the Policy and Performance teams and the Learning and Development team. These have resulted in direct ABG savings proposals totalling £418k (34.5%) on a base budget for the DCEO's ABG of £1.213m, being factored into the Revenue Budget for 2011/12.
- 19 Officers were also instructed to carry out a complete review of grants provided to the Voluntary Sector. The outcome of this review was reported to Cabinet on 16 December where savings proposals of £296k were agreed and have been factored into the DCEO budget proposals set out below.

DCEO Group Revenue Budget 2011/12

- 20 The movement between the current year's budget and the draft budget requirement for 2011/12 is summarised in Table 1 below. This indicates that the base budget of £7.72m will be reduced by £1.591m (a reduction of 20.6%) to a Revenue Budget requirement in 2011/12 of £6.129m. Each of the lines in Table 1 is set out in the following sections and in Appendix A (for those savings that are directly attributable to the DCEO), Appendix B (relating to ABG savings) and Appendix C (relating to those savings that are more corporate in nature but fall within the DCEO's base budget).

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Table 1: DCEO Group Revenue Budget 2011/12

	Budget (£000s)	Budget (£000s)
Base Budget 2010/11		7,720
Proposed Changes 2011/12		
Inflation	92	
Corporate Items	0	
Service Pressures	0	
Priority Growth	0	
Savings	-1,749	
Other Adjustments	66	
Net Movement in 2011/12		-1,591
DCEO Draft Group Revenue Budget 2011/12		6,129

Service Pressures

- 21 The identification of all service pressures, thereby reducing the likelihood of unexpected overspends within the financial year, is one of the key objectives of the strategic budget process. Failure to identify a pressure over which there is little or no control is likely to result in an overspend in the year, as well as a need to take corrective action that may have an impact on services elsewhere in the authority.
- 22 Groups have undertaken work to identify and review these pressures and they will continue to be subject to rigorous scrutiny, challenge and review that will reduce the level of these items to a minimum over the course of the budget development process.
- 23 For the DCEO Group, there are no service pressures that need to be reviewed.

Development and Risk Contingency

- 24 The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year, but that can be applied to

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issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year. The current draft Development and Risk Contingency includes one item relating to a proposed review of the London Boroughs Grants Scheme, which could generate a saving of £429k, subject to a majority agreement by the London Councils. This saving, due to its nature, has not been included in Table 1.

Savings

- 25 The savings proposals contained within this draft budget for the December cabinet and for consultation have been developed through the HIP Business Improvement Delivery programme (BID), the Council's response to the projected budget savings requirement of around £60m over the next four year period. A target operating model for the Council was established and all Groups are in the process of moving towards this model in the various proposals set out in the MTFF. This includes transfers to the Contact Centre and the implementation of agreed operating models for all common functions.
- 26 As explained in the report to Council in February 2010, the BID programme was developed through a themed approach, with 3 workstreams. These were aimed at delivering successively more in-depth reviews of how council services and working methods could be re-engineered. The themed approach continued over the early part of the 2011/12 budget cycle. The various workstreams developed a programme of projects to revise ways of working and to develop savings proposals. Additional MTFF work within groups and corporately was also initiated to focus on mitigating key pressures in the MTFF. Over the summer, the workstream approach to BID was transitioned into a Group based approach and specific targets were allocated to each Group.
- 27 The savings proposals currently developed total £22m for 2011/12. The total savings figure for each group is net of the redundancy costs contained within their package of proposals. Group savings proposals also include savings generated through the council wide expenditure review coordinated by Corporate Procurement over the last few months.
- 28 The savings included in the draft budget for the DCEO total £1.749m in 2011/12, increasing to £2.077m in 2012/13, £2.361m in 2013/14 and £2.553m in 2014/15. These are set out in detail in Appendices A, B and C, and summarised in Table 2 below:

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Table 2: DCEO Savings Proposals 2011/12

Saving Proposal	Budget 2011/12 £'000	Saving %	Gross Budget £'000
<u>Direct Savings Proposals DCEO</u>			
HR/Learning and Development/Health and Safety	-422	8.9%	4,749
Legal Services	-74	3.5%	2,111
Democratic Services	-52	1.6%	3,329
Policy and Performance	-140	3.1%	4,526
Corporate Communications	-220	21.9%	1,005
Fees and Charges	-12		
Total Direct Savings Proposals DCEO (Appendix A)	-920		
ABG Savings Proposals (Appendix B)	-418		
Other Potential Savings (Appendix C)	-411		
Total Savings Proposals DCEO	-1,749		

29 The savings proposals for the DCEO are explained in more detail as follows:

HR Service (including Learning and Development and Health and Safety): Savings proposals total £422k in 2011/12, increasing to £625k in 2012/13, £751k in 2013/14 and £784k in 2014/15

- i) A review of the HR structure has now been completed and will deliver savings of £60k. The next phase of the review is underway, which will result in further savings totalling £84k being delivered in 2011/12.
- ii) An in-depth review of the training budgets, including the Management & Leadership development programme, the Staff Development programme, Health and Safety training, the Social Worker Degree Scheme and the Adult's and Children's Social Care Development programme, will deliver savings of £165k in 2011/12.
- iii) A review and lift and shift of the Business Support function into HR has now been completed and will deliver savings of £47k and benefit by an additional £9k from a review of the Stationery contract.
- iv) The scope for the review of the Occupational Health and Safety Services has been determined and both reviews commenced in December 2010. This will deliver savings of £57k in 2011/12.

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Legal Services: Savings proposals total £74k in 2011/12, increasing to £128k in 2012/13 and thereafter

- i) The restructuring of the service is now complete and will generate savings in both 2010/11 and 2011/12, although a significant proportion of this will benefit the HRA as this is the area that has been scaled back the most. The net General Fund savings relating to the restructuring will be a full year effect of £56k, with a further £18k being identified that can be delivered in the last quarter of 2011/12.

Democratic Services: Savings proposals total £52k in 2011/12 and thereafter

- i) Within Democratic Service, the BID phase I review is now complete and plans for phase II are in development. This will deliver savings of £52k in 2011/12.

Policy and Performance Service: Savings proposals total £140k in 2011/12, increasing to £223k in 2012/13, £381k in 2013/14 and £540k in 2014/15

- i) A review of the Policy and Performance teams in 2010 resulted in one Head of Service post being deleted and identified that a number of other posts could be deleted, delivering a full year effect saving of £140k in 2011/12.

Corporate Communications Service: Savings proposals total £220k in 2011/12 and thereafter

- i) An in-depth review of the Corporate Communications team has identified that a number of posts could be deleted, delivering a saving of £200k. A further £20k saving can be delivered through a review of the print contract management arrangements.

Fees and Charges: Savings proposals total £12k in 2011/12

- i) This reflects the proposed increase in income that would be generated by inflating fees and charges by at least 2.5%. For the DCEO, this relates to the charges levied on Births, Deaths and Marriage Certificates.

ABG: Savings proposals total £418k in 2011/12 and thereafter

- i) These savings proposals are a direct response to Central Government's reductions in grant funding that were approved in the post election budget, and relate to training, Community Cohesion and other corporate initiatives.

Other Potential Savings: Savings proposals total £411k in 2011/12 and thereafter

- i) These savings proposals have been identified following either a zero based budgeting exercise or an in depth review of the service budget and includes Members' Allowances (where the current costs of the Special Responsibility Allowances and Members' Allowances are less than the budget) and funding provided to the Voluntary Sector including the credit crunch contingency.

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Finance & Business Services Budget Proposals

Summary of Key Financial Issues

- 30 The Finance & Business Services Directorate (F&BS) will continue to carry out a key role in developing a strong and robust core strategic support function for the Council and provide resources to carry out the transformation that will come out of Business Improvement Delivery reviews.

The main areas of development, and driver for delivering efficiencies and savings, will be through:

- a planned investment in ICT, which will be developed through the Single Development Plan, and
- a full review of all financial systems and processes, including Debtors, Creditors and Procurement.

The continuing direction of travel is providing more value added support and more efficient centralised transaction processing, both providing savings and better customer satisfaction. The new area of Business Services as well as the Contact Centre are providing further opportunities for this.

- 31 In 2010/11, the outcomes of a number of Business Improvement Delivery reviews has resulted in the centralisation and unification of services within F&BS, including:
- the continued unification of the ICT function
 - the unification of the Debtors and Creditors function
 - the transfer of Business Services into the new Directorate
 - the unification of the Procurement and P2P teams and
 - the transfer out of the Internal Audit function and Business Support Services team.
- 32 The incorporation of Hillingdon Homes back into the Council has had an impact on a number of services within the Group, where a number of functions and staffing resources have been transferred, including 12 staff into the Accountancy function and 1 staff into the ICT Service.
- 33 The service has undergone a number of significant restructurings, including:
- the ICT Service,
 - the Revenues Service, where opportunities were taken to outsource more services
 - the Debtors and Creditors function, which will be the responsibility of one manager, and
 - the transfer in of Business Services.

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Further reviews are planned in 2011, including a move towards an Accountancy Shared Service, which will require a restructuring of the Accountancy function.

- 34 The F&BS Directorate also manages the Contact Centre where the Council is continuing with its programme of service migration and the development of more effective and efficient technology to manage contact with residents of the Borough.

F&BS Directorate Revenue Budget 2011/12

- 35 The movement between the current year's budget and the draft budget requirement for 2011/12 is summarised in Table 3 below. This indicates that the base budget of £11.365m will be reduced by a net £1.785m (a reduction of 15.7%) to a Revenue Budget requirement in 2011/12 of £9.58m. The reduction is a gross £3.0m (26%) before absorbing £1.07m for SEN pressures transferred from ECS and for land charges transferred from PECS. Each of the lines in Table 3 is set out in the following sections and in Appendix D (for those savings that are directly attributable to the F&BS Directorate) and Appendix E (relating to those savings that are more corporate in nature but fall within the F&BS Directorate's base budget). Appendix D notes a further £220k of savings not noted in Table 3 being used to provide further ICT support for transformation.

Table 3: F&BS Directorate Revenue Budget 2011/12

	Budget (£000s)	Budget (£000s)
Budget 2010/11		11,365
Proposed Changes 2011/12		
Inflation	169	
Corporate Items	-530	
Service Pressures	1,070	
Priority Growth	0	
Savings	-2,402	
Other Adjustments	-92	
Net Movement in 2011/12		-1,785
F&BS Directorate Draft Group Revenue Budget 2011/12		9,580

Service Pressures

- 36 Groups have undertaken work to identify and review these pressures and they will continue to be subject to rigorous scrutiny, challenge and review that will reduce the level of these items to a minimum over the course of the budget development process.

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- 37 For the F&BS Directorate, these pressures total £1.07m, and relate to:
- Special Educational Needs (SEN) Transport
This transferred from ECS into the new Business Services function in November 2010, where historical growth in the SEN population has resulted in a base budget pressure of £350k, and
 - Land Charges
This service moved towards a cost recovery basis of trading and has been severely impacted by the economic downturn resulting in a pressure on income streams of £720k (this has previously been provided for in the Development and Risk Contingency, and therefore is not a new pressure, but rather a proposed transfer from the contingency into the base budget). A recent change in regulations has further restricted the operation and charging of this service, which makes it very difficult to reduce the pressure on the income streams.

Development and Risk Contingency

- 38 The Development and Risk Contingency provides for resources within the revenue budget that are unallocated at the beginning of the year, but that can be applied to issues as they arise during the year. The contingency is therefore used to budget for items where the probability or value of items is uncertain at the beginning of the year. The current draft Development and Risk Contingency includes three items as follows:
- A provision of £420k for the Council's liability for Uninsured Claims, where the Council has, under its current Insurance policy, agreed to fund the excess values, which in most cases stand at £100k
 - A provision of £75k for the loss of income on Land Charges following the introduction of a new regulation, which stopped authorities from charging for personal searches, but does allow for authorities to charge for assisted searches.
 - A provision of £50k for the loss of income on Building Control Charges, where new regulations have recently been introduced which moves this service to a cost recovery basis.

These items, due to their nature, have not been included in Table 3.

Savings

- 39 The savings proposals contained within this draft budget for the December Cabinet and for consultation have been developed through the HIP Business Improvement Delivery programme (BID), the Council's response to the projected budget savings requirement of around £60m over the next four year period. A target operating model for the Council

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was established and all Groups are in the process of moving towards this model in the various proposals set out in the MTFF. This includes transfers to the Contact Centre and the implementation of agreed operating models for all common functions.

- 40 The savings included in the draft budget for the F&BS Directorate total £2.402m in 2011/12 , increasing to £2.838m in 2012/13, £3.153m in 2013/14 and £3.658m in 2014/15. These are set out in detail in Appendices D and E, and summarised in Table 4 below:

Table 4: F&BS Directorate Savings Proposals 2011/12

Saving Proposal	Saving £'000	Saving %	Gross Budget £'000
Direct Savings Proposals F&BS			
Finance Services	-560	7.3%	7,697
Business Services	-1,004	10.0%	10,054
ICT Services	-199	2.6%	7,546
Procurement Service	-51	6.7%	764
Other F&BS Services	-116	31.2%	372
Fees and Charges	-164		
Total Direct Savings Proposals F&BS (Appendix D)	-2,094		
Other Potential Savings (Appendix E)	-308		
Total Savings Proposals F&BS	-2,402		

- 41 The savings proposals for the F&BS Directorate developed by the time of the December Cabinet and for consultation are explained in more detail as follows:

Finance Services: Savings proposals total £560k in 2011/12, increasing to £839k in 2012/13 and £959k in 2013/14 and thereafter

- i) The unification of the debtors and creditors function is now complete with system updates implemented and new processes now being bedded down. This will be followed by a restructuring of the service, which is estimated will deliver savings totalling £305k
- ii) A review is being undertaken on non value added finance activities undertaken in each Group Finance Team with a view to moving to a shared service operation, which will deliver savings of £184k and enable Group Finance Teams to concentrate on value added work
- iii) Further savings from a review of the Insurance function and the cost of External Audit will deliver a saving of £71k.

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Business Services: Savings proposals total £1,004k in 2011/12 and thereafter

- i) Work has now started on the BID review of Business Services. The first stage includes a review of Passenger Transport and Special Educational Needs (SEN) Transport services. Consultation on the management structure and amalgamation of the 2 Passenger Services functions ended on 14 December. The interview for the single manager for both services took place on the 4 January 2011. This is expected to deliver a saving of £50k. Each other area of Business Services (Bereavement Services and Civil Protection) will be subject to a full BID review and early indications suggest that this will deliver a further £120k of savings.
- ii) A review of the staffing resources across Bereavement Services will deliver savings totalling £43k, which will start in February 2011.
- iii) A review of income streams has identified significant opportunities to increase the levels of income generated across Bereavement Services (where most of the increase relates to increased charges for non residents), which will generate an additional £213k of income.
- iv) A review of the staffing resources in the Imported Food Unit will deliver savings totalling £33k.
- v) A review of income streams has identified significant opportunities to increase the levels of income generated across Imported Food Unit services, which will generate an additional £545k of income.

ICT Services: Savings proposals total £199k in 2011/12, increasing to £499k in 2012/13, £649k in 2013/14 and £1.139m in 2014/15

- i) A review to restructure the ICT service and unify ICT staffing has now been completed and will generate savings of £144k in 2011/12. Additional ongoing ICT process reviews will produce a further £55k of savings. A further £220k of savings are noted as having been put towards supporting transformation of the Council.

Procurement Service: Savings proposals total £51k in 2011/12, increasing to £72k in 2012/13, £117k in 2013/14 and £132k in 2014/15

- i) A review and consequent restructure of the Procurement team identified that one manager post could be deleted, delivering a saving of £51k.

Other F&BS Directorate Savings: Savings proposals total £116k in 2011/12 and thereafter

- i) A retendering of the Insurance contract will deliver savings of £116k.

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Fees and Charges: Savings proposals total £164k

- i) This reflects the proposed increase in income that would be generated by inflating fees and charges by at least 2.5%.

Other Potential Savings: Savings proposals total £308k in 2011/12 and thereafter

- i) These savings proposals have been identified following either a zero based budgeting exercise or an in depth review of the service budget and includes the Team Bonus fund (where the scheme is being ceased) and a review of the London Council's Subscriptions.

Fees and Charges

- 42 The Council is empowered to seek income from fees and charges to service users across a wide range of activities. Some of these fees and charges are set by the Government or other stakeholders, but many others are set at the discretion of the Council, based on Cabinet's recommendations.
- 43 The MTFE includes an inflation assumption of 2.5% and an associated increase in income of £0.5m. However this increase is not uniform across all fees and charges. Certain fees such as meals on wheels and parking for residents has been frozen. In addition there are proposals for targeted above inflation increases in certain fees and charges where they impact primarily on non-residents or where we are out of line with neighbouring Boroughs. The increase in the VAT rate by 2.5% to 20% will also have an impact on some fees and charges that attract VAT. These charges will be increased from 1 February 2011 and need to increase accordingly to avoid a net loss of income to the Council. Charges for Leisure facilities related to the VAT increase will come into effect on 1 January 2011.
- 44 Schedules detailing the proposals relating to fees and charges for 2011/12 for Central Services are attached at Appendix F. It is anticipated that this will generate additional income of £176k across Central Services.

Capital Programme

- 45 The capital programme for 2010/11 was approved by Cabinet and Council as a one-year capital budget that focused on maximising the use of identified funding in order to minimise the level of new borrowing that ultimately impacts on budget requirements funded through Council Tax.
- 46 The process of developing a capital programme has again focused on identifying and sustaining available funding streams whilst simultaneously managing the impact of increased demand for primary school places in the borough. The Primary Capital Programme is expected to require an investment in the region of £100m over the period 2010-15, to be financed from a combination of funding streams yet to be announced by central government.

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- 47 The draft capital programme may need to be revised once the final impact of the settlement is known as this may impact on the affordability of the programme. The only item currently contained within the Capital Programme relating to Central Services is The Leader's Initiative with a budget of £200k.

BACKGROUND PAPERS

Medium Term Financial Forecast 2011/12 – 2014/15 – report to Cabinet 16 December 2010

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Appendix A

Ref	Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
DEPUTY CHIEF EXECUTIVE'S OFFICE SAVINGS PROPOSALS					
HR/Learning and Development					
HR1	BID review of HR Service				
	Initial savings in 2011/12 relate to the review of the HR structure in 2010/11, with the full year effect of restructuring already implemented being reflected in 2011/12. The proposal also includes the implementation of an automated expenses reimbursement process as well as savings that have been identified that can be delivered in 2012/13 and thereafter reflecting the impact of the Council downsizing in future years as well as the BPR of key processes.	144	236	316	328
HR2	L&D Activity and Budgets - revenue generation & in-house delivery				
	Savings potential from reviewing current spend on L&D, reviewing the core offer and responding to a downsizing workforce.	165	202	227	227
HRBS1	BID Review of Business Support				
	The saving in 2011/12 is the initial saving from the review of the structure and relates to the full year effect as the restructuring has already been implemented to deliver BID savings in 2010/11. Further restructure proposals will be progressed once the Senior Manager of the team is in post (October 2010). Savings from 2012/13 take into account the future downsizing of the Council and the transfer of further Business Support posts from Groups as part of the roll out of the operating model.	47	68	89	110
HRBS2	Review of Stationery Contract				
	New contract in place with effect from 1 November 2010	9	9	9	9
HS1	BID Review of Occupational Health & Safety functions across the Council				
	A review of Health & Safety has just started following agreement for its transfer to central services. This is the minimum level of savings that the review should be capable of delivering.	57	110	110	110
Total HR/Learning and Development/Health and Safety		422	625	751	784
Legal Services					
LS1	BID Review of Legal Services				
	This reflects the saving from the review of the structure. The figure reported here is the saving that can be achieved in the General fund, the remaining balance relates to savings within the HRA (the HRA team lost the most posts). This is the full year effect as the restructuring has already been implemented to deliver BID savings in 2010/11. Further opportunities should exist going forward as the Council downsizes.	74	128	128	128
Total Legal Services		74	128	128	128
Democratic Services					
DS1	Review of Special Responsibility Allowances				
	Potential impact of Review of Cabinet Member Structure	27	27	27	27
DS2	BID review of Democratic Services - phase 2				
	Phase 1 has already been implemented, which related to a review of the Registration of Births, Deaths and Marriages and Registrar of Elections services. Phase 2 is looking at the potential for efficiencies in other areas of Democratic Services. Savings figure can be refined once agreements re Cabinet structure and meetings is finalised. Figure quoted is the minimum that should be achievable.	25	25	25	25
Total Democratic Services		52	52	52	52

Appendix A

Ref	Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
DEPUTY CHIEF EXECUTIVE'S OFFICE SAVINGS PROPOSALS					
Policy and Performance					
PP1	BID Review of Policy and Performance Services				
	Savings in 2011/12 relate to the review of the structure in 2010/11. This is the full year effect as the restructuring has already been implemented to deliver BID savings in 2010/11 including the deletion of a Head of Service post. It also includes savings from reviewing the central structure supporting performance, policy and partnerships. The business process review of policy and performance, which is in line with the BID proposal will deliver savings in 2012/13 and thereafter.	140	180	280	380
PP2	Review of London Boroughs Grant Scheme				
	The responsibility for the budget will transfer back to each authority w.e.f. 1.4.11. Potential opportunities for savings (or capacity to take on non core services from the Council) should be possible from 2012/13 onwards depending on the final details of the protection arrangements for voluntary sector Groups previously funded by the LBGS.	0	43	101	160
Total Policy and Performance		140	223	381	540
Communications					
CC1	BID Review of Communications Service				
	Rationalisation of staffing structures following the transfer in of staff from Hillingdon Homes	200	200	200	200
CC2	Review of Print contract management costs				
	Proposals currently being developed. Potential to generate further savings across the Council through effective controls and processes	20	20	20	20
Total Communications		220	220	220	220
Fees and Charges					
	Fees and Charges Increase by at least 2.5%	12			
Total Fees and Charges		12	0	0	0
Total Deputy Chief Executive's Office		920	1,248	1,532	1,724

Ref	Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
AREA BASED GRANT SAVINGS PROPOSALS - DCEC					
ABG1	Review of Children's and Adult's Social Care Workforce Training				
	To respond to the reduction in Area Based Grant Funding that will be received in 2010/11	120	120	120	120
ABG2	Review of Preventing Violent Extremism, Community Cohesion and Local Strategic Partnership funding				
	To respond to the reduction in Area Based Grant Funding that will be received in 2010/11	105	105	105	105
ABG3	Review of Economic Assessment Duty, Climate Change Policy Statement and Other Corporate Items				
	To respond to the reduction in Area Based Grant Funding that will be received in 2010/11	116	116	116	116
ABG4	Review of Child Poverty Grant				
	To respond to the reduction in Area Based Grant Funding that will be received in 2010/11	60	60	60	60
ABG5	Review of E-petitions Funding				
	To respond to the reduction in Area Based Grant Funding that will be received in 2010/11	17	17	17	17
Total Deputy Chief Executive's Office		418	418	418	418

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Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
OTHER POTENTIAL SAVINGS - DCEO				
Zero Based budget exercise of Members' Allowances				
A zero based costing exercise has identified that there is a £40k surplus in the Member's Allowances compared to the cost.	40	40	40	40
Credit Crunch Contingency				
This budget was added in 2009/10 for two years, with an expectation that it would fall out in 2011/12	75	75	75	75
Review of grants to voluntary sector				
Proposals have been developed that will deliver savings of £296k	296	296	296	296
Total Other Savings	411	411	411	411

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Appendix D

Ref	Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
FINANCE AND BUSINESS SERVICES SAVINGS PROPOSALS					
Finance Services					
FS1	BID Finance Review - Restructuring of Debtors and Creditors functions				
	Centralisation/rationalisation of 3 teams into 1, and of 3 systems into 2, combined with significant systems development involving Oracle debtors and a new Capita system for phone/internet payments. The figure includes opportunities to reduce the cost of cash handling and collection which is another key aim of the project.	305	305	305	305
FS2	BID Finance Review				
	The Finance teams for each Group handle all work from the high level strategic to the very low (journals, virements etc). There is scope to centralise the low value added low level work, thus enabling the teams to concentrate on important value added work on monitoring, MTF, development of savings etc. In addition, as the Council downsizes over the coming years and concentrates on a more limited core offer and employing less staff, the Finance support requirements should reduce. Opportunities for more systems led BPR work and the continued move away from specific grants should reduce finance support requirements.	184	384	504	504
FS3	Review of Insurance				
	Insurance has been split out from Internal Audit and moved into Finance. A review will be undertaken of how the Insurance service runs and this should provide opportunities for efficiencies.	21	50	50	50
FS4	Audit Fees				
	Reduced external audit fee due to deletion of CAA requirement. There should be the scope for further savings from 2012/13 and onwards as the Audit Commission is deleted and authorities are free to tender for External Audit Services	50	100	100	100
Total Finance Services		560	839	959	959
Business Services					
BS1	BID Service Review - Apply Operating Model to Business Services				
	Following the transfer of the service to the new Finance & Business Services Directorate, a review of the structure has started. In particular the BID work undertaken on Passenger Services so far suggests the potential to save money through the setting up of an Integrated Transport Unit.	170	170	170	170
BS2	BID Expenditure Review of Bereavement Services				
	Potential savings in staffing and non staffing budgets have been identified as part of the initial review of this service	43	43	43	43
BS3	Review of Bereavement Services fees and charges				
	A review of the fees and charges for this service indicates that Hillingdon is in some instances well below the benchmark across London, for example Hillingdon charges £125 per cemetery plot, whilst the London average is between £2,000 to £4,000 per plot. In this financial year a minimum of 50 plots have been purchased by non-residents. A number of authorities also offer a Pet Burial Service, which is something that could be introduced quickly with minimal investment.	213	213	213	213

Appendix D

Ref	Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
FINANCE AND BUSINESS SERVICES SAVINGS PROPOSALS					
BS4	BID Review of Imported Food Unit				
	Initial BID review of the service suggest savings potential from a review of the operating model and introduction of a rota work system, rather than relying on overtime. A number of new initiatives have also been introduced, which will allow Port Authorities to levy fees on checks that need to take place on imported goods. This is being done in a way whereby the income generated is kept by the authority rather than earmarked for potential return to central govt.	578	578	578	578
Total Business Services		1,004	1,004	1,004	1,004
ICT Services					
ICT1	BID Review and consequent Restructuring of ICT Service				
	Savings in 2011/12 relate to the review of the structure in 2010/11 and reflects the Full Year Effect as the restructuring has already been implemented. The gross saving delivered in a full year was £364k, however of this £160k has been used to fund a new transformation team, with a further £60k being used to fund a Business Partner post. The new structure has also provided the capacity for the in-house team to deal with internal office moves saving a further £30k, with the result that the saving is the net position. Savings from 2012/13 relates to the continuation of the unification of ICT services and exploiting the opportunities that arise as the authority downsizes over the coming years.	174	384	414	414
ICT2	Potential Opportunities from Re-tendering ICT Contracts				
age 30	The Council's ICT current managed services contract terminates in April 2012 and preparations are currently being made to go through the tender process. It is intended to also wrap up other major ICT contracts into the same tender, although in separate lots, so as not to reduce competition. It is expected that this will then enable the Council to exploit fully the potential of Cloud Technology in 2014/15. At present it is believed this cannot sensibly be delivered earlier due to data security issues needing to be sorted.	0	0	0	400
ICT3	Review of Telephone and Mobile Phone contracts and useage				
	Introduce improved Procurement processes, offsetting future increased usage	25	25	25	25
ICT4	Impact of Microsoft Migration				
	This includes both staffing and non-staffing budget savings and continues the payment holiday that has been taken on Microsoft Licences, which has already delivered savings of £130k.	0	0	30	30
ICT5	Process development within Contact Centre				
	Opportunities through the use of improved technology and investigating different delivery models, including considering the outsourcing of individual services.	0	90	180	270
Total ICT Services		199	499	649	1,139

Appendix D

Ref	Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
FINANCE AND BUSINESS SERVICES SAVINGS PROPOSALS					
Procurement/Contract Management					
PCM1	Review of management structure				
	New structure agreed last year is largely recruited to now. Given the experience of how the team is operating there is the opportunity to make small changes to the structure.	51	51	51	51
PCM2	BID Service Review - Following incorporation of I-Proc Team				
	As part of the BID Review in 2010/11, the existing iProcurement team (4 FTEs) have joined the Corporate Procurement team. The key objective for this team is delivery of the Creditors workstream of the overall Finance BID project. Once this sub-workstream is complete a further review of the overall Procurement structure can be carried out.	0	21	31	31
PCM3	BID Service Review - Apply operating model to Contract Management				
	Using the principles agreed, apply the Council's Operating Model to Contract Management activity undertaken in all groups, with a view to potentially centralising this function within Corporate Procurement.	0	0	35	50
Total Procurement/Contract Management		51	72	117	132
Other Finance and Business Services					
OFS1	Renewal of Insurance contract 1.12.10				
Page	The current retendering exercise has identified that gross savings can be achieved totalling £384k. The majority of this will fall in the HRA and schools sector, the balance shown is the Full Year Effect benefit that should accrue to Central Services, a further £82k will benefit Fleet Management (PECS).	116	116	116	116
Other Finance and Business Services		116	116	116	116
Fees and Charges					
	Fees and Charges Increase by at least 2.5%	164			
Total Fees and Charges		164	0	0	0
Total Finance and Business Services		2,094	2,530	2,845	3,350

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Description of proposal	2011/12 £000's	2012/13 £000's	2013/14 £000's	2014/15 £000's
OTHER POTENTIAL SAVINGS - FINANCE & BUSINESS SERVICES				
Zero Based budget exercise of Team Bonus				
Zero Based budget exercise has identified that over the last two years the cost has been £103k in 2009/10 and an estimated £80k in 2010/11. A review of this has identified that this budget can now be deleted.	250	250	250	250
London Councils' Subscriptions				
Currently a 25% reduction in the subscriptions is being consulted on.	58	58	58	58
Total Other Savings	308	308	308	308

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All prices including VAT		Effect of VAT increase on 1st February 2011							Effective from 1st April			
Type of Fee/Charge	Type	Current Charges Residents £	Current Charges Non-Residents £	Vat Status	Current Charges Residents £	% Increase	Current Charges Non-Residents £	% Increase	Proposed New Charges Residents £	% Increase	Proposed New Charges Non-Residents £	% Increase

Advertising charges in Hillingdon People

Full page	B	1,610.00	1,610.00	STD	1,644.26	2.13%	1,644.26	2.13%	1,685.00	2.48%	1,685.00	2.48%
Half page	B	920.00	920.00	STD	939.57	2.13%	939.57	2.13%	963.00	2.49%	963.00	2.49%
Quarter page	B	575.00	575.00	STD	587.23	2.13%	587.23	2.13%	602.00	2.51%	602.00	2.51%
Eighth page	B	287.50	287.50	STD	293.62	2.13%	293.62	2.13%	301.00	2.51%	301.00	2.51%
Display box	B	138.00	138.00	STD	140.94	2.13%	140.94	2.13%	144.00	2.17%	144.00	2.17%
Back page	B	1,840.00	1,840.00	STD	1,879.15	2.13%	1,879.15	2.13%	1,926.00	2.49%	1,926.00	2.49%
Inside front full page	B	1,725.00	1,725.00	STD	1,761.70	2.13%	1,761.70	2.13%	1,806.00	2.51%	1,806.00	2.51%
Inside front half page	B	977.50	977.50	STD	998.30	2.13%	998.30	2.13%	1,023.00	2.47%	1,023.00	2.47%

Court Summons

Council Tax	R	95.00	95.00	ZERO	95.00	0.00%	95.00	0.00%	95.00	0.00%	95.00	0.00%
NNDR	R	165.00	165.00	ZERO	165.00	0.00%	165.00	0.00%	165.00	0.00%	165.00	0.00%

Building Control**Table 1 (Erection of New Housing & Flats) - Building Notice Charge -Plan charge 50%:Inspection charge 50%**

1	R	593.38		STD	606.01	2.13%			606.01	0.00%		
2	R	712.05		STD	727.20	2.13%			727.20	0.00%		
3	R	830.73		STD	848.41	2.13%			848.41	0.00%		
4	R	949.40		STD	969.60	2.13%			969.60	0.00%		
5 to 9	R	1,186.75		STD	1,212.00	2.13%			1,212.00	0.00%		
1 to 5 Flats	R	830.73		STD	848.41	2.13%			848.41	0.00%		
5 to 10 Flats	R	1,068.08		STD	1,090.81	2.13%			1,090.81	0.00%		

Table 2 (Domestic Extension(s)) - Plan charge 40%:Inspection charge 60%

Less than 40m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
40m2 to 60m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
60m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		
Less than 40m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
40m2 to 60m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
60m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		
Less than 40m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
40m2 to 60m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
60m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		
Less than 40m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
40m2 to 60m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
60m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		

All prices including VAT		Effect of VAT increase on 1st February 2011							Effective from 1st April			
Type of Fee/Charge	Type	Current Charges Residents £	Current Charges Non-Residents £	Vat Status	Current Charges Residents £	% Increase	Current Charges Non-Residents £	% Increase	Proposed New Charges Residents £	% Increase	Proposed New Charges Non-Residents £	% Increase

Table 2 Other Domestic Buildings (Detached Garage/Carport or attached Conservatory)

Less than 40m2	R	474.70		STD	484.80	2.13%			484.80	0.00%		
40m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		
Less than 40m2	R	474.70		STD	484.80	2.13%			484.80	0.00%		
40m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		

Table 2 Other Works to Single Dwelling

Installation of new WC/shower/bath or basin within	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Formation of New WC/Shower room/bathroom	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Removal of Chimney Breast(s)	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Formation of Structural Opening in wall e.g. simple	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Formation of Structural Opening in wall with removal	R	356.03		STD	363.61	2.13%			363.61	0.00%		
Formation of Structural Opening in wall requiring new	R	356.03		STD	363.61	2.13%			363.61	0.00%		
Formation of Structural Opening in wall requiring new	R	356.03		STD	363.61	2.13%			363.61	0.00%		
Replacement of roof weathering (Flat & Pitched)	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Underpinning up to 6m	R	474.70		STD	484.80	2.13%			484.80	0.00%		
Replacement or installation of 5 or fewer new	R	237.35		STD	242.40	2.13%			242.40	0.00%		
(Re-) plastering or (re-) rendering to walls (at least	R	118.68		STD	121.21	2.13%			121.21	0.00%		
Electrical wiring (up to 4 bed dwelling - 12 circuits)	R	356.03		STD	363.61	2.13%			363.61	0.00%		

Table 2 Conversion work Dwellings

Attached/detached Garage to habitable use	R	474.70		STD	484.80	2.13%			484.80	0.00%		
Conversion to habitable use (e.g. conservatory)	R	474.70		STD	484.80	2.13%			484.80	0.00%		
Conversion of existing building into 5 or fewer self	R	712.05		STD	727.20	2.13%			727.20	0.00%		
Conversion of one flat/house into two	R	712.05		STD	727.20	2.13%			727.20	0.00%		

Table 3 Commercial Charges - Shops & Offices (Small Extensions)

Less than 40m2	R	593.38		STD	606.01	2.13%			606.01	0.00%		
40m2 to 60m2	R	712.05		STD	727.20	2.13%			727.20	0.00%		
60m2 (up to 100m2)	R	949.40		STD	969.60	2.13%			969.60	0.00%		

Table 3 Commercial Charges - Detached shed or covered yard

Less than 40m2	R	474.70		STD	484.80	2.13%			484.80	0.00%		
40m2 (up to 100m2)	R	712.05		STD	727.20	2.13%			727.20	0.00%		

Table 3 Commercial Charges - Other Minor works

New shopfront (up to 10m)	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Installation of ATM to existing shopfront	R	118.68		STD	121.21	2.13%			121.21	0.00%		
Installation of new rooflight/smoke vents to existing	R	237.35		STD	242.40	2.13%			242.40	0.00%		

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Type of Fee/Charge	Type	Current Charges Residents £	Current Charges Non-Residents £	Vat Status	Current Charges Residents £	% Increase	Current Charges Non-Residents £	% Increase	Proposed New Charges Residents £	% Increase	Proposed New Charges Non-Residents £	% Increase

Table 3 Commercial Charges (continued) - Fitting out works (including WC's, staff kitchen etc)

Up to 500m2	R	356.03		STD	363.61	2.13%			363.61	0.00%		
More than 500m2 (up to 1000m2)	R	474.70		STD	484.80	2.13%			484.80	0.00%		
Formation of staff kitchen (up to 10m2)	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Formation of commercial kitchen	R	356.03		STD	363.61	2.13%			363.61	0.00%		
Formation of structural opening (1 opening)	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Formation of structural openings (up to 5 openings)	R	356.03		STD	363.61	2.13%			363.61	0.00%		
Formation of new WC/shower room/bathroom fit out	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Installation of new WC/shower/bath or basin within	R	118.68		STD	121.21	2.13%			121.21	0.00%		
New partitions to form office/room(s) in existing	R	237.35		STD	242.40	2.13%			242.40	0.00%		
New air conditioning installation	R	118.68		STD	121.21	2.13%			121.21	0.00%		
New emergency lighting/smoke detection (up to	R	118.68		STD	121.21	2.13%			121.21	0.00%		
New suspended ceiling (up to 500m2)	R	118.68		STD	121.21	2.13%			121.21	0.00%		
Replacement fire doors to corridors or stairs (up to 5	R	118.68		STD	121.21	2.13%			121.21	0.00%		

Table 3 General to all commercial - New mezzanine floor

Up to 500m2	R	356.03		STD	363.61	2.13%			363.61	0.00%		
More than 500m2 (up to 1000m2)	R	474.70		STD	484.80	2.13%			484.80	0.00%		
Replacement roof covering (flat or pitched roof up to	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Underpinning (up to 10m in length)	R	712.05		STD	727.20	2.13%			727.20	0.00%		
New wall/partition (up to 10m in length)	R	237.35		STD	242.40	2.13%			242.40	0.00%		
Replacement or installation of 5 or fewer new	R	237.35		STD	242.40	2.13%			242.40	0.00%		

Table 3 Other Commercial - Plan charge 40%:Inspection

Factory (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		
Warehouses (up to 1000m2)	R	474.70		STD	484.80	2.13%			484.80	0.00%		
Schools (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		
Assembly Buildings (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		
Commercial Buildings (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		
Public Houses (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		
Hotels (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		
Hospitals (up to 2000m2)	R	2,373.50		STD	2,424.00	2.13%			2,424.00	0.00%		

Breakspear Crematorium**Cremation Fees**

Stillborn. inc Organist	R	40.00	40.00	EXP	40.00	0.00%	40.00	0.00%	42.00	5.00%	42.00	5.00%
Children 6 years and under. inc Organist	R	65.00	65.00	EXP	65.00	0.00%	65.00	0.00%	68.00	4.62%	68.00	4.62%
Children 7 - 11 years. inc Organist	R	102.00	102.00	EXP	102.00	0.00%	102.00	0.00%	107.00	4.90%	107.00	4.90%
Children 12 - 17 years. inc Organist	R	195.00	195.00	EXP	195.00	0.00%	195.00	0.00%	205.00	5.13%	205.00	5.13%
Over 17 years. inc Organist	R	495.00	495.00	EXP	495.00	0.00%	495.00	0.00%	520.00	5.05%	520.00	5.05%

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Cremation of retained organs												
Additional Service Time	R	160.00	160.00	EXP	160.00	0.00%	160.00	0.00%	168.00	5.00%	168.00	5.00%
Cancellations	R	110.00	110.00	EXP	110.00	0.00%	110.00	0.00%	115.00	4.55%	115.00	4.55%
Certificates of Cremation - overseas	R	18.00	18.00	EXP	18.00	0.00%	18.00	0.00%	20.00	11.11%	20.00	11.11%
Scattering of Ashes	R	44.00	44.00	EXP	44.00	0.00%	44.00	0.00%	46.00	4.55%	46.00	4.55%
Retaining cremated remains(per month)	R	10.00	10.00	EXP	10.00	0.00%	10.00	0.00%	12.00	20.00%	12.00	20.00%
Postage & Packing in Polytainer UK only	R	50.00	50.00	EXP	50.00	0.00%	50.00	0.00%	55.00	10.00%	55.00	10.00%
Baby Urn - poly	R	9.40	9.40	STD	9.60	2.13%	9.60	2.13%	9.60	0.00%	9.60	0.00%
Supply New Garden Seat inc 10 years lease	R	1,372.40	1,372.40	STD	1,401.60	2.13%	1,401.60	2.13%	1,471.68	5.00%	1,471.68	5.00%
Trees & Shrubs - rose bushes inc 5 years lease	R	205.62	205.62	STD	209.99	2.13%	209.99	2.13%	222.00	5.72%	222.00	5.72%
Trees & Shrubs - rose trees inc 5 years lease	R	258.50	258.50	STD	264.00	2.13%	264.00	2.13%	276.00	4.55%	276.00	4.55%
Trees & Shrubs - ornamental shrubs inc 5 years	R	258.50	258.50	STD	264.00	2.13%	264.00	2.13%	276.00	4.55%	276.00	4.55%
Trees & Shrubs - ornamental trees (10 years)	R	347.80	347.80	STD	355.20	2.13%	355.20	2.13%	372.00	4.73%	372.00	4.73%
Plaque for trees, shrubs, roses or seats	R	79.90	79.90	STD	81.60	2.13%	81.60	2.13%	86.40	5.88%	86.40	5.88%
Book of Remembrance - 2 line entry	R	54.05	54.05	STD	55.20	2.13%	55.20	2.13%	57.60	4.35%	57.60	4.35%
Book of Remembrance - 5 line entry	R	94.00	94.00	STD	96.00	2.13%	96.00	2.13%	100.80	5.00%	100.80	5.00%
Book of Remembrance - 8 line entry	R	138.65	138.65	STD	141.60	2.13%	141.60	2.13%	148.80	5.08%	148.80	5.08%
Book of Remembrance - 10 line entry	R	170.38	170.38	STD	174.01	2.13%	174.01	2.13%	182.40	4.82%	182.40	4.82%
Extra - Floral Emblem	R	70.50	70.50	STD	72.00	2.13%	72.00	2.13%	75.60	5.00%	75.60	5.00%
Extra - Full Heraldic Device	R	105.75	105.75	STD	108.00	2.13%	108.00	2.13%	114.00	5.56%	114.00	5.56%
Memorial Cards - 2 line entry	R	35.25	35.25	STD	36.00	2.13%	36.00	2.13%	38.40	6.67%	38.40	6.67%
Memorial Cards - 5 line entry	R	54.05	54.05	STD	55.20	2.13%	55.20	2.13%	57.60	4.35%	57.60	4.35%
Memorial Cards - 8 line entry	R	88.12	88.12	STD	89.99	2.13%	89.99	2.13%	93.60	4.01%	93.60	4.01%
Memorial Cards - 10 line entry	R	112.80	112.80	STD	115.20	2.13%	115.20	2.13%	120.00	4.17%	120.00	4.17%
Memorial Booklets - 2 line entry	R	54.05	54.05	STD	55.20	2.13%	55.20	2.13%	57.60	4.35%	57.60	4.35%
Memorial Booklets - 5 line entry	R	72.85	72.85	STD	74.40	2.13%	74.40	2.13%	78.00	4.84%	78.00	4.84%
Memorial Booklets - 8 line entry	R	111.62	111.62	STD	113.99	2.13%	113.99	2.13%	120.00	5.27%	120.00	5.27%
Memorial Booklets - 10 line entry	R	141.00	141.00	STD	144.00	2.13%	144.00	2.13%	150.00	4.17%	150.00	4.17%
Additional lines in Booklets - 2 line entry	R	30.55	30.55	STD	31.20	2.13%	31.20	2.13%	33.60	7.69%	33.60	7.69%
Additional lines in Booklets - 5 line entry	R	47.00	47.00	STD	48.00	2.13%	48.00	2.13%	50.40	5.00%	50.40	5.00%
Additional lines in Booklets - 8 line entry	R	79.90	79.90	STD	81.60	2.13%	81.60	2.13%	86.40	5.88%	86.40	5.88%
Additional lines in Booklets - 10 line entry	R	103.40	103.40	STD	105.60	2.13%	105.60	2.13%	110.40	4.55%	110.40	4.55%
Garden Niches												
10 years incl Urn & Inspection (new facility)	R	1,486.38	1,486.38	STD	1,518.01	2.13%	1,518.01	2.13%	1,596.00	5.14%	1,596.00	5.14%
Columbarium Niches - single-inc 10 years lease	R	330.00	330.00	EXP	330.00	0.00%	330.00	0.00%	346.00	4.85%	346.00	4.85%
Columbarium Niches - double-inc 10 years lease	R	550.00	550.00	EXP	550.00	0.00%	550.00	0.00%	578.00	5.09%	578.00	5.09%
Langley casket up to 50 characters	R	195.00	195.00	EXP	195.00	0.00%	195.00	0.00%	205.00	5.13%	205.00	5.13%
Metal Urn	R	30.00	30.00	EXP	30.00	0.00%	30.00	0.00%	32.00	6.67%	32.00	6.67%
Cloister Spaces - single-inc 10 years lease	R	142.00	142.00	EXP	142.00	0.00%	142.00	0.00%	150.00	5.63%	150.00	5.63%
Inscription	R	78.00	78.00	EXP	78.00	0.00%	78.00	0.00%	82.00	5.13%	82.00	5.13%
Cloister Spaces - double-inc 10 years lease	R	325.00	325.00	EXP	325.00	0.00%	325.00	0.00%	342.00	5.23%	342.00	5.23%
Inscription	R	120.00	120.00	EXP	120.00	0.00%	120.00	0.00%	126.00	5.00%	126.00	5.00%

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Type of Fee/Charge	Type	Current Charges Residents £	Current Charges Non-Residents £	Vat Status	Current Charges Residents £	% Increase	Current Charges Non-Residents £	% Increase	Proposed New Charges Residents £	% Increase	Proposed New Charges Non-Residents £	% Increase
Classic - inc 5 years lease												
Window Spaces	R	230.00	230.00	EXP	230.00	0.00%	230.00	0.00%	242.00	5.22%	242.00	5.22%
Inscription	R	101.05	101.05	STD	103.20	2.13%	103.20	2.13%	108.00	4.65%	108.00	4.65%
New Flower Vases	R	405.38	405.38	STD	414.01	2.13%	414.01	2.13%	434.40	4.93%	434.40	4.93%
Additional letters each	R	4.70	4.70	STD	4.80	2.13%	4.80	2.13%	6.00	25.00%	6.00	25.00%
Additional Guilded Motif	R	115.15	115.15	STD	117.60	2.13%	117.60	2.13%	122.40	4.08%	122.40	4.08%
Additional Hand Painted Motif	R	169.20	169.20	STD	172.80	2.13%	172.80	2.13%	181.20	4.86%	181.20	4.86%
Photoplaque	R	169.20	169.20	STD	172.80	2.13%	172.80	2.13%	181.20	4.86%	181.20	4.86%
New Windows -- Small -- 10 years -I colour	R	505.25	505.25	STD	516.00	2.13%	516.00	2.13%	540.00	4.65%	540.00	4.65%
Cemetery Fees												
Adult Interments (persons exceeding 16 years of age at												
Depth for 1 interment	R	430.00	430.00	EXP	430.00	0.00%	430.00	0.00%	450.00	4.65%	900.00	109.30%
Depth for 2 interment	R	470.00	470.00	EXP	470.00	0.00%	470.00	0.00%	494.00	5.11%	988.00	110.21%
Depth for 3 interment	R	628.00	628.00	EXP	628.00	0.00%	628.00	0.00%	660.00	5.10%	1,320.00	110.19%
Depth for 4 interment	R	720.00	720.00	EXP	720.00	0.00%	720.00	0.00%	756.00	5.00%	1,512.00	110.00%
Adult Interments (persons exceeding 16 years of age at												
Depth for 1 interment	R	460.00	460.00	EXP	460.00	0.00%	460.00	0.00%	484.00	5.22%	968.00	110.43%
Depth for 2 interment	R	580.00	580.00	EXP	580.00	0.00%	580.00	0.00%	610.00	5.17%	1,220.00	110.34%
Depth for 3 interment	R	764.00	764.00	EXP	764.00	0.00%	764.00	0.00%	802.00	4.97%	1,604.00	109.95%
Depth for 4 interment	R	950.00	950.00	EXP	950.00	0.00%	950.00	0.00%	997.00	4.95%	1,994.00	109.89%
Interment of Infants (a stillborn child or child whose age												
In Child's grave	R	34.00	34.00	EXP	34.00	0.00%	34.00	0.00%	36.00	5.88%	72.00	111.76%
In private grave (single depth)	R	80.00	80.00	EXP	80.00	0.00%	80.00	0.00%	84.00	5.00%	168.00	110.00%
In private grave for the child's interment plus 2 adults	R	158.00	158.00	EXP	158.00	0.00%	158.00	0.00%	166.00	5.06%	332.00	110.13%
In private grave for the child's interment plus 3 adults	R	198.00	198.00	EXP	198.00	0.00%	198.00	0.00%	208.00	5.05%	416.00	110.10%
In Child's grave (where applicable)	R	68.00	68.00	EXP	68.00	0.00%	68.00	0.00%	72.00	5.88%	144.00	111.76%
In private grave (single depth)	R	100.00	100.00	EXP	100.00	0.00%	100.00	0.00%	105.00	5.00%	210.00	110.00%
In private grave for the child's interment plus 2 adults	R	238.00	238.00	EXP	238.00	0.00%	238.00	0.00%	250.00	5.04%	500.00	110.08%
In private grave for the child's interment plus 3 adults	R	302.00	302.00	EXP	302.00	0.00%	302.00	0.00%	318.00	5.30%	636.00	110.60%
Interment of Cremated Remains (within full private												
When the grave is closed to full interments	R	154.00	154.00	EXP	154.00	0.00%	154.00	0.00%	162.00	5.19%	324.00	110.39%
To a depth to permit 1 further full interment	R	302.00	302.00	EXP	302.00	0.00%	302.00	0.00%	318.00	5.30%	636.00	110.60%
To a depth to permit 2 further full interment	R	440.00	440.00	EXP	440.00	0.00%	440.00	0.00%	462.00	5.00%	924.00	110.00%
To a depth to permit 3 further full interment	R	575.00	575.00	EXP	575.00	0.00%	575.00	0.00%	604.00	5.04%	1,208.00	110.09%
To scatter cremated remains (within Cremation	R	68.00	68.00	EXP	68.00	0.00%	68.00	0.00%	72.00	5.88%	144.00	111.76%
New and re-open cremation graves	R	154.00	154.00	EXP	154.00	0.00%	154.00	0.00%	162.00	5.19%	324.00	110.39%
Re-opening of Columbaria units	R	118.00	118.00	EXP	118.00	0.00%	118.00	0.00%	124.00	5.08%	248.00	110.17%
Interments in Heritage Graves												
Adults interment	R	418.00	418.00	EXP	418.00	0.00%	418.00	0.00%	440.00	5.26%	880.00	110.53%
Childs interment	R	156.00	156.00	EXP	156.00	0.00%	156.00	0.00%	164.00	5.13%	328.00	110.26%
Infants interment	R	100.00	100.00	EXP	100.00	0.00%	100.00	0.00%	105.00	5.00%	210.00	110.00%

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Grave Digging Surcharges												
For a variation in size within 2"	R	108.00	108.00	EXP	108.00	0.00%	108.00	0.00%	114.00	5.56%	228.00	111.11%
For a variation in size between 2" and 4"	R	208.00	208.00	EXP	208.00	0.00%	208.00	0.00%	218.00	4.81%	436.00	109.62%
For a variation in size between 4" and 6"	R	312.00	312.00	EXP	312.00	0.00%	312.00	0.00%	328.00	5.13%	656.00	110.26%
For a variation in size in excess of 6"	R	412.00	412.00	EXP	412.00	0.00%	412.00	0.00%	432.00	4.85%	864.00	109.71%
Exclusive rights of burial (Convention/Al Graves)												
Grave space measuring 9 feet by 4 feet	R	1,194.00	1,194.00	EXP	1,400.00	17.25%	2,800.00	134.51%	1,400.00	0.00%	2,800.00	0.00%
Grave space measuring 9 feet by 8 feet	R	2,348.00	2,348.00	EXP	2,800.00	19.25%	5,600.00	138.50%	2,800.00	0.00%	5,600.00	0.00%
Exclusive rights of burial (Lawn Section Graves)												
Grave space measuring 9 feet by 4 feet	R	736.00	736.00	EXP	1,000.00	35.87%	2,000.00	171.74%	1,000.00	0.00%	2,000.00	0.00%
Grave space measuring 9 feet by 8 feet	R	1,450.00	1,450.00	EXP	2,000.00	37.93%	4,000.00	175.86%	2,000.00	0.00%	4,000.00	0.00%
Exclusive rights of burial (Bricked Grave or Vault)												
Grave space measuring 9 feet by 4 feet	R	POA	POA	EXP	POA		POA					
Grave space measuring 9 feet by 8 feet	R	POA	POA	EXP	POA		POA					
Lined Muslim Graves												
For traditional uncoffined burial	R	1,550.00	1,550.00	EXP	1,700.00	9.68%	3,400.00	119.35%	1,700.00	0.00%	3,400.00	0.00%
Children's Section Graves												
Grave space measuring 4 feet by 2 feet	R	226.00	226.00	EXP	250.00	10.62%	500.00	121.24%	250.00	0.00%	500.00	0.00%
Woodland Graves (West Drayton Cemetery) Special Regulations Apply												
Gravespace measuring 9 feet by 4 feet	R	536.00	536.00	EXP	625.00	16.60%	1,250.00	133.21%	625.00	0.00%	1,250.00	0.00%
Land Charges												
Search Fees												
Standard commercial search	M	70.00	70.00	NB	70.00	0.00%	70.00	0.00%	70.00	0.00%	70.00	0.00%
Official certificate of search (Form LLC1) only	M	26.00	26.00	NB	26.00	0.00%	26.00	0.00%	26.00	0.00%	26.00	0.00%
Standard domestic search	M	60.00	60.00	NB	60.00	0.00%	60.00	0.00%	60.00	0.00%	60.00	0.00%
Assisted Search LLC Register Only	M	22.00	22.00	NB	22.00	0.00%	22.00	0.00%	22.00	0.00%	22.00	0.00%
Assisted Search LLC Register Only (Additional	M	1.00	1.00	NB	1.00	0.00%	1.00	0.00%	1.00	0.00%	1.00	0.00%
Assisted Common Land Search	M	15.00	15.00	NB	15.00	0.00%	15.00	0.00%	15.00	0.00%	15.00	0.00%
Assisted Compiling CON29R	M	32.00	32.00	NB	32.00	0.00%	32.00	0.00%	32.00	0.00%	32.00	0.00%
Assisted Compiling CON29O	M	18.50	18.50	NB	18.50	0.00%	18.50	0.00%	18.50	0.00%	18.50	0.00%
Registrar												
Certificates purchased from the Registrar												
Birth, Death and Stillbirth - Standard	M	3.50	3.50	EXP	3.50	0.00%	3.50	0.00%	3.50	0.00%	3.50	0.00%
Birth and Stillbirth - Short	M	0.00	0.00	EXP	0.00		0.00		0.00		0.00	
Birth - Additional Short	M	3.50	3.50	EXP	3.50	0.00%	3.50	0.00%	3.50	0.00%	3.50	0.00%
Marriage	M	3.50	3.50	EXP	3.50	0.00%	3.50	0.00%	3.50	0.00%	3.50	0.00%
Certificates purchased from Registrar after time of initial registration												
All	M	7.00	7.00	EXP	7.00	0.00%	7.00	0.00%	7.00	0.00%	7.00	0.00%

All prices including VAT		Effect of VAT increase on 1st February 2011							Effective from 1st April			
Type of Fee/Charge	Type	Current Charges Residents £	Current Charges Non-Residents £	Vat Status	Current Charges Residents £	% Increase	Current Charges Non-Residents £	% Increase	Proposed New Charges Residents £	% Increase	Proposed New Charges Non-Residents £	% Increase
Certificates purchased from the Superintendent												
Birth - Short	M	9.00	9.00	EXP	9.00	0.00%	9.00	0.00%	9.00	0.00%	9.00	0.00%
Birth - Standard	M	9.00	9.00	EXP	9.00	0.00%	9.00	0.00%	9.00	0.00%	9.00	0.00%
Death and Marriage	M	9.00	9.00	EXP	9.00	0.00%	9.00	0.00%	9.00	0.00%	9.00	0.00%
Marriages/Civil Partnerships (Statutory fees)												
Entry of each notice	M	33.50	33.50	EXP	33.50	0.00%	33.50	0.00%	33.50	0.00%	33.50	0.00%
Basic ceremony/Schedule in Superintendent's Office	M	40.00	40.00	EXP	40.00	0.00%	40.00	0.00%	40.00	0.00%	40.00	0.00%
Registrar's attendance at Registered Building	M	80.00	80.00	EXP	80.00	0.00%	80.00	0.00%	80.00	0.00%	80.00	0.00%
Marriages/Civil Partnerships (Non - Statutory fees)												
Silver ceremony in four seasons room (Mon-Thurs)	M	95.00	95.00	EXP	95.00	0.00%	95.00	0.00%	97.50	2.63%	97.50	2.63%
Silver ceremony in four seasons room (Fri-Sat)	M	100.00	100.00	EXP	100.00	0.00%	100.00	0.00%	102.50	2.50%	102.50	2.50%
Gold ceremony in four seasons room (Mon-Thurs)	M	150.00	150.00	EXP	150.00	0.00%	150.00	0.00%	154.00	2.67%	154.00	2.67%
Gold tier ceremony in four seasons room (Fri-Sat)	M	165.00	165.00	EXP	165.00	0.00%	165.00	0.00%	169.50	2.73%	169.50	2.73%
Ceremony at approved Premises (Mon - Thurs)	M	300.00	300.00	EXP	300.00	0.00%	300.00	0.00%	307.50	2.50%	307.50	2.50%
Ceremony at approved Premises (Fri-Sat)	M	400.00	400.00	EXP	400.00	0.00%	400.00	0.00%	410.00	2.50%	410.00	2.50%
Ceremony at approved Premises (Sun)	M	445.00	445.00	EXP	445.00	0.00%	445.00	0.00%	457.00	2.70%	457.00	2.70%
Citizenship ceremony												
Citizenship ceremony (Home Office set Fee)	M	80.00	80.00	EXP	80.00	0.00%	80.00	0.00%	80.00	0.00%	80.00	0.00%
Nationality Checking Service												
Nationality Checking Service	M	53.00	53.00	STD	54.00	1.89%	54.00	1.89%	60.00	11.11%	60.00	11.11%
Electoral												
Registration confirmation letters	R	15.00	15.00	EXP	15.00	0.00%	15.00	0.00%	15.00	0.00%	15.00	0.00%
Edited registers	B	30.00	30.00	EXP	30.00	0.00%	30.00	0.00%	30.00	0.00%	30.00	0.00%
Credit reference agencies registers	B	500.00	500.00	EXP	500.00	0.00%	500.00	0.00%	500.00	0.00%	500.00	0.00%
Certificate Priority Service												
1 Hour	M	10.00	10.00	STD	10.21	2.13%	10.21	2.13%	10.50	2.81%	10.50	2.81%
24 Hour	M	5.00	5.00	STD	5.11	2.13%	5.11	2.13%	5.50	7.71%	5.50	7.71%
Renewal of Marriage Vows												
Four Seasons	M	165.00	165.00	STD	169.00	2.42%	169.00	2.42%	172.50	2.07%	172.50	2.07%
Approved Premises	M	250.00	250.00	STD	255.00	2.00%	255.00	2.00%	262.00	2.75%	262.00	2.75%
Baby naming Ceremonies												
Four Seasons	M	165.00	165.00	STD	169.00	2.42%	169.00	2.42%	172.50	2.07%	172.50	2.07%
Citizenship ceremony												
Individual Citizenship ceremony (cost in addition to	M	100.00	100.00	STD	102.13	2.13%	102.13	2.13%	105.00	2.81%	105.00	2.81%
Individual Citizenship ceremony (cost in addition to	M	125.00	125.00	STD	127.66	2.13%	127.66	2.13%	131.00	2.62%	131.00	2.62%
Contact Centre												
Blue Badge												
Disabled Parking Blue Badge	R	2.00	2.00	EXP	2.00	0.00%	2.00	0.00%	2.00	0.00%	2.00	0.00%

All prices including VAT		Effect of VAT increase on 1st February 2011							Effective from 1st April			
Type of Fee/Charge	Type	Current Charges Residents £	Current Charges Non-Residents £	Vat Status	Current Charges Residents £	% Increase	Current Charges Non-Residents £	% Increase	Proposed New Charges Residents £	% Increase	Proposed New Charges Non-Residents £	% Increase
Imported Food Unit												
Products of animal origin												
0 to 100kg per AWB	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	50.00	0.00%	50.00	0.00%
101 to 1,000kg per CVED	B	80.00	80.00	NB	80.00	0.00%	80.00	0.00%	80.00	0.00%	80.00	0.00%
1,001 to 5,000kg per CVED	B	130.00	130.00	NB	130.00	0.00%	130.00	0.00%	130.00	0.00%	130.00	0.00%
5001kg to 15,000kg per CVED	B	140.00	140.00	NB	140.00	0.00%	140.00	0.00%	140.00	0.00%	140.00	0.00%
Above 15,001Kg per CVED	B	340.00	340.00	NB	340.00	0.00%	340.00	0.00%	340.00	0.00%	340.00	0.00%
Semen/Embryos per CVED	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	50.00	0.00%	50.00	0.00%
From New Zealand	B	26.00	26.00	NB	26.00	0.00%	26.00	0.00%	26.00	0.00%	26.00	0.00%
Completion of part one of CVED on TRACES per	B	10.00	10.00	NB	10.00	0.00%	10.00	0.00%	10.00	0.00%	10.00	0.00%
Out of hours Additional charges												
Up to midnight (18:00 to 00:00)	B	150.00	150.00	NB	150.00	0.00%	150.00	0.00%	150.00	0.00%	150.00	0.00%
After midnight (00:00 to 08:00)	B	300.00	300.00	NB	300.00	0.00%	300.00	0.00%	400.00	33.33%	400.00	33.33%
Additional Charge per CVED on Christmas Day and	B	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	20.00		20.00	
Products of animal origin - Catch certificate												
Third Countries	B	45.00	45.00	NB	45.00	0.00%	45.00	0.00%	45.00	0.00%	45.00	0.00%
Bilateral Countries	B	15.00	15.00	NB	15.00	0.00%	15.00	0.00%	15.00	0.00%	15.00	0.00%
(for Catch certificate only) Out Hours 18:00 to 00.00	B	0.00	0.00	NB	150.00		150.00		150.00	0.00%	150.00	0.00%
(for Catch certificate only) Out Hours 00:00 to 08.00	B	0.00	0.00	NB	300.00		300.00		300.00	0.00%	300.00	0.00%
Products of Non-Animal Origin - CED												
Documentary Check per CED	B	50.00	50.00	NB	50.00	0.00%	50.00	0.00%	50.00	0.00%	50.00	0.00%
Full Physical Check per CED (Plus AN/Alytical Fee)	B	160.00	160.00	NB	160.00	0.00%	160.00	0.00%	160.00	0.00%	160.00	0.00%
Non-Compliant (Surrender for Destruction)	B	115.00	115.00	NB	165.00	43.48%	165.00	43.48%	165.00	0.00%	165.00	0.00%
Non-Compliant (Onward Transmission)	B	115.00	115.00	NB	115.00	0.00%	115.00	0.00%	115.00	0.00%	115.00	0.00%
Out Hours 18:00 to 00.00	B	150.00	150.00	NB	150.00	0.00%	150.00	0.00%	150.00	0.00%	150.00	0.00%
Out Hours 00:00 to 08.00	B	300.00	300.00	NB	300.00	0.00%	300.00	0.00%	400.00	33.33%	400.00	33.33%
Additional Charge per CED on Christmas Day and	B	0.00	0.00	NB	0.00	0.00%	0.00	0.00%	20.00		20.00	
Products of Non-Animal Origin - Organics												
Full Official Checks	B	45.00	45.00	NB	45.00	0.00%	45.00	0.00%	45.00	0.00%	45.00	0.00%
Out Hours 18:00 to 00.00	B	150.00	150.00	NB	150.00	0.00%	150.00	0.00%	150.00	0.00%	150.00	0.00%
Out Hours 00:00 to 08.00	B	300.00	300.00	NB	300.00	0.00%	300.00	0.00%	300.00	0.00%	300.00	0.00%
Export Certificates	B	52.00	52.00	NB	52.00	0.00%	52.00	0.00%	52.00	0.00%	52.00	0.00%
Verification of organic certificates												
Imported food clearances (normal working hours).	B	45.00	45.00	NB	45.00	0.00%	45.00	0.00%	45.00	0.00%	45.00	
Food Hygiene Training												
Per Attendee (up to 12 attendees per course)	B			NB			60.00		60.00	0.00%		

Major Review - Census 2011 – To look at how this Council can contribute to improving the population data for the Borough – Draft Final Report

Contact Officer: Khalid Ahmed
Telephone: 01895 250833

REASON FOR ITEM

To enable the Committee to consider the draft final report of its review into the Census 2011 and to approve the review's recommendations contained in the draft final report.

OPTIONS AVAILABLE TO THE COMMITTEE

1. To give consideration to the content of the draft final report (appendix A) of the review and approve the recommendations of the review before submission to Cabinet.
2. To note the Council's draft Census Engagement and Communications Strategy and the Pan –London Partnership Plan for the 2011 Census.
3. Highlight issues for further clarification and investigation.

INFORMATION

1. At its meeting on 22 July 2010 the Committee agreed to look at the preparations for the Census in 2011 as its first major review of 2010/11. Three witness sessions took place on 7 September, 13 October and 11 November 2010 where the review gathered evidence from officers from the Office for National Statistics as part of their review.
2. One of the major concerns of Members during the review was the delay in the national communications strategy which impacted on the Council's communication strategy. Details of the national campaign were reported to Members at their meeting in November and attached for Members information as **Appendix B is Hillingdon's Draft Census Engagement and Communications Strategy**.
3. On 16 December 2010 a Pan-London Partnership Plan for the 2011 Census was published. This plan was produced by ONS, the Greater London Authority and London Councils following September's London regional event on the Census.

4. The reason for the Pan-London approach was to draw on the expertise of all the organisations and to avoid duplication of effort to maximise participation in the Census. The main purpose of the plan was to identify gaps in Census engagement and communications and looking at how the profile of the Census could be raised. The plan is attached as Appendix C.

PAPERS WITH THE REPORT

Appendix A – Draft Final Report of the Review

Appendix B - Hillingdon's Draft Census Engagement and Communications Strategy

Appendix C – Partnership and Engagement – A Pan-London Partnership Plan for the 2011 Census

DRAFT APPENDIX A



HILLINGDON

LONDON

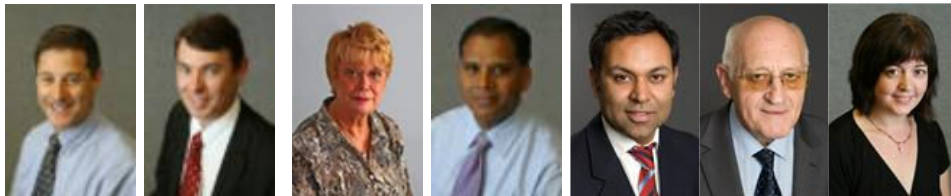
CORPORATE SERVICES & PARTNERSHIPS POLICY OVERVIEW COMMITTEE

2010/11

CENSUS 2011 – TO LOOK AT HOW THIS COUNCIL CAN CONTRIBUTE TO IMPROVING THE POPULATION DATA FOR THE BOROUGH

Members of the Committee

Cllr Richard Lewis (Chairman)
Cllr Michael White (Vice Chairman)
Cllr Robin Sansarpuri
Cllr Jazz Dhillon (Member of the Committee for
part of the Municipal Year)
Cllr Raymond Graham
Cllr Anita Mac Donald
Cllr Carol Melvin



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CHAIRMAN'S FOREWORD



TO BE WRITTEN

A handwritten signature in blue ink that reads "R.A. Lewis". The signature is written in a cursive style and is underlined.

CONCLUSIONS AND RECOMMENDATIONS

RECOMMENDATION 1

That where practicable and subject to budgetary provision, officers be asked to consider the methods and techniques described in the Lambeth Census Focus Group report and from Hounslow's proposals and integrate them into the Council's Census and Engagement and Consultation strategy for the Census.

RECOMMENDATION 2

That the data from the HMO survey be shared with ONS to enable the engagement and participation in the Census of those residents who lived in structures in back gardens.

RECOMMENDATION 3

That Hillingdon's Census Engagement and Communications Strategy be aligned as far as possible with the national initiatives and timescales, to ensure maximum impact and participation in the Census process.

RECOMMENDATION 4

That in the Council's Census Engagement and Communications Strategy reference be made in the publicity for the Census to the impact of non-participation in the Census on the Council's funding and on the delivery of essential services.

RECOMMENDATION 5

That support be given to ONS working in collaboration with front line Council services to promote the participation of residents in the Census 2011 and to helping them complete the Census questionnaire.

INTRODUCTION

The Corporate Services & Partnerships Policy Overview Committee at its meeting on 22 July 2010 agreed to look at the preparations for the Census in 2011.

Since 1801, every ten years the nation has set aside one day for the Census – a count of all people and household in the country. The Census is the most complete source of information about the population we have and it provides essential information from national to neighbourhood level for government, business and the community.

The Office for National Statistics (ONS) is responsible for carrying out the National Census. The Census is the only survey which provides a detailed picture of the entire population and is unique because it covers everyone at the same time and asks the same core questions everywhere. This makes it easy to compare different parts of the country.

The last Census which took place on 29 April 2001 saw response rates in local authority areas vary between 64% and 99%. In certain areas of London and among some population groups, significant numbers of people failed to complete the Census questionnaire.

In its report on the 2001 Census, the Treasury Select Committee recommended that any future Census should be justified in cost-benefit terms. A detailed business case has therefore been produced which clearly demonstrates the unique value of the Census and that the benefits of having the information far outweigh the costs of its collection. For example, over £100 billion per year (over £1 trillion in the decade between each Census) is allocated from central government to local authorities and to NHS Primary Care Trusts and the allocation formula takes account of the demand for services and is heavily dependent on population estimates, numbers of elderly, numbers of children, etc.

AIM OF THE REVIEW

To make a positive contribution to improving local population estimates and to maximise the data which is gathered for the 2011 Census for the Borough. There are a number of implications of undercounting the population of the Borough and the review would focus on how the Council could promote the importance of residents of the Borough filling in the Census forms.

TERMS OF REFERENCE

1. To look at the preparations and methods used for the 2011 Census and to support and add value through engagement with the area manager for the Office for National Statistics (ONS).

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2. To look at measures which could be used to improve the accuracy of local population information to help the Council in its service planning.
3. To examine the role the Council has in promoting and encouraging residents of the Borough in conjunction with the ONS, to actively participate in the Census to ensure the best results for the Council and its residents.
4. To look at the plans the Council has to communicate the purpose of the Census and to see how the Council can work with community groups to maximise the response to the Census questionnaire.
5. To look at the measures which will be used to capture data from those hard to reach groups within the Borough.
6. To examine the implications of undercounting the Borough's population in relation to the grant funding the Council received from Government.
7. To consider measures which could be used with the Council's Strategic Partners to ensure population figures are accurate.
8. To look at the methods other local authorities use to improve the accuracy of Census data
9. To make recommendations to Cabinet on what the Council can do in relation to the promotion of the Census to residents of the Borough to ensure the Census questionnaire is widely completed.

REASONS FOR THE REVIEW

The last Census in 2001 saw response rates in local authority areas vary between 64% and 99%. Hillingdon achieved a response rate of 91.5%. In certain areas of London and among some population groups, significant numbers of people failed to complete the Census questionnaire. This has serious consequences for Councils, as population is one of the main factors in determining how much funding various public services including local authorities, primary care trusts and the Probation Service receive from government.

Hillingdon births have risen for several consecutive years with births in 2008 being exceptionally high at 4,126 children, which was several hundred more than the previous record high.

Demographic professionals at the Greater London Authority (GLA) have indicated a prolonged period of births at around the high 2008 level. This

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demographic pressure is exacerbated by unusual family movements within the Borough caused by the economic climate.

In the present economic climate with local government having to cut budgets it is vital that the Council does as much as it can to ensure that population data from the Census is as accurate as possible to ensure the Council receives maximum funding from the Government.

METHODOLOGY

For the review, witness sessions took place on 7 September, 13 October and 11 November 2010 and involved the following witnesses:

7 September 2010

Nick O'Donnell – Head of Stakeholder Management – ONS
Amanda King – Area Manager for ONS
Pam Nash – Strategic Information Officer – London Borough of Hillingdon
Kevin Byrne – Head of Policy
Emma Marsh – Deputy Head of Communications – London Borough of Hillingdon

13 October 2010

Nick O'Donnell – Head of Stakeholder Management – ONS
Amanda King – Area Manager - ONS
Mohamud Ali – Community Adviser – ONS
Ben Lea – Schools Resource Manager – Finance and Resources – London Borough of Hillingdon
Pam Nash – Strategic Information Officer – London Borough of Hillingdon

11 November 2010

Nick O'Donnell – Head of Stakeholder Management - ONS
Amanda King – Area Manager – ONS
Kevin Byrne – Head of Policy
Toni Brown - Policy

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

Written evidence from witnesses

- Office for National Statistics – Information paper on The 2011 Census – A Design for England and Wales

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- <http://www.ons.gov.uk/about>
- Powerpoint presentations from the Census Liaison Officer and the Area Manager of ONS from the meeting which took place with community groups, interfaith networks and residents associations on 29 September 2010.
- Questions following presentation to Assistant Census Liaison Managers and a number of Area Managers who attended the Census Forum on 8 September 2010.
- Lambeth Council's Census Focus Group's Report on the reasons why participation rates in the Census differed amongst different groups of the community
- Greater London Authority / London Councils and ONS – Partnership and Engagement – A Pan-London Partnership Plan for the 2011 Census

EVIDENCE AND FINDINGS

What is the Census?

The Census is the definitive source of population and household information and plays a major role in the allocation of resources. The next Census will take place on Sunday 27 March 2011. The population data which comes out of the Census is essential for service planning, resource allocation and decision making purposes.

Central Government uses the Census:

- To monitor changes in society and local areas
- To identify problems
- To allocate and target resources
- To support bids for funding
- To plan for housing, education and transport
- To monitor and review the impact of plans and policies
- To inform decision making

The Council plans and targets its local services and makes extensive use of Census information for a number of reasons:

- Services delivery planning
- Population and household projections
- Calculating the scale of future housing needs
- Local education needs
- Local transport planning and traffic modelling
- Preparation of Local Authority Development Plans
- Community support services, including the delivery of home help and home care
- Preparing funding bid submissions

The last Census in 2001 succeeded in achieving a 94% questionnaire return rate overall, although return rates in some areas had been as low as 63%. The target for 2011 was to achieve around 94% again with the minimum target being 80%.

The Census process

The Planning process for the 2011 Census started in 2002 with a wide ranging review of the future requirements for information, and alternative ways of gathering it. This confirmed that there is an ongoing need for high quality Census information, and that it can only be provided by a traditional Census in 2011. No alternative source would provide the quality of data required.

For the 2011 Census, the Office for National Statistics will be drawing on the experiences of the 2001 Census, world best practice and changes in available

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technology. ONS is also looking to make best use of the knowledge that exists within local authorities about their own communities. It is clear from the 2001 experience that it will be mutually beneficial for local authorities and ONS to work in partnership when conducting the Census for 2011.

ONS want to benefit from local authority resources and their knowledge of governed areas to improve the enumeration process, and in turn, local authorities should benefit from better Census results.

New approaches for the process for 2011

For the 2011 Census there will be a number of new approaches which will be introduced which have been designed to improve Census return rates in all areas and with all population groups. These include:

- Wide engagement in the community with the help of local authorities, representatives of target population and accessibility groups and a national publicity campaign
- Post out of all household questionnaires (around 25 million), based on a newly developed national address register
- Online completion: people will be able to complete and submit their answers online or fill in and return the paper questionnaire
- Questionnaire tracking and targeted filed follow ups: to identify and follow up households which have not returned a questionnaire
- For the 2011 Census there would be a centralised system for tracking questionnaires. This would detect pockets of low returned questionnaires.
- There would be a newly developed national address register which would support the delivery of questionnaires, completion, tracking and follow up for all households.
- Questionnaires would be posted out and posted back, with questionnaire tracking making sure that the Census reached as many people as possible and ensured that addresses where questionnaires had not been returned were followed up by the Census field team.
- The Census field team would be a flexible team which would carry out intensive follow up work which would target areas where there were low returns. It was estimated that there would be 2.7million hours of follow up field activity.
- Field checks had already taken place on 15% of the country.
- There would be an on-line questionnaire and help centre, and a telephone helpline providing advice and guidance in many languages.
- The Census questionnaire would have to be completed in English and would be available in Braille if required. However there would be a translation in 56 languages of the Census questions.

Working in partnership with local authorities

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Corporate Services & Partnerships Policy Overview Committee

Census 2011 – To look at how this Council can contribute to improving the population data for the Borough

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A crucial factor in the success of the Census would be working closely with local councils in improving public awareness and addressing the accuracy of the register. The key to the working relationship between ONS and the local authority would be the Census Local Partnership Plan (CLPP) which would be developed by the ONS area manager in conjunction with the Assistant Census Liaison Manager.

A CLPP is required for every district or unitary council in England and Wales. The CLPP will provide a shared view of the priorities for engagement and enumeration and summarise the actions that ONS, local authorities and local community partners will undertake.

The ONS representatives provided the review with details of a number of steps which had already been taken to this effect:

- Local Councils (including Hillingdon) have appointed Census Liaison Managers and assistants who would support the Census and be the single point of contact for the Census planning and activity. They would both work with the ONS Area Manager to promote the importance of the Census to residents, staff, Members and local partners.
- An important role that the Council would have would be helping to get the Census message across to communities. Reference was made to communicating the message to children and Members were informed that work would take place with schools to enable children from ethnic backgrounds to communicate the message to their parents.
- Information sharing would take place between ONS and local Councils to identify where there were demographic anomalies with returned questionnaires. However, it would be stressed that Census information would not be shared and was confidential.
- With the help of local Councils, engagement would take place with those sectors of the population who were reluctant or found it difficult to take part in the process.
- The local knowledge which Ward Councillors possessed would be an important resource.
- Local Councils would assist in the recruitment of local field staff, identifying suitable candidates with appropriate experience, such as electoral canvassers and people who worked on the last Census. Field staff would be representative of the community areas they would be covering to encourage participation.
- The safety of field staff would not be compromised and staff would be reminded not to put themselves in danger when on people's doorsteps.
- 6 weeks after Census day on 27 March 2011, a doorstep survey would take place on around 1% of households.
- As Census data underpinned the planning and funding of Council services and healthcare, the Census was subject to a comprehensive

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Census 2011 – To look at how this Council can contribute to improving the population data for the Borough

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quality assurance strategy. This would ensure that a number of key checks would take place to compare Census population figures with information from other sources.

- The local knowledge which Ward Councillors possessed would be an important resource.

The Role of Members in engaging with residents

Through out the review Members were informed on the importance of themselves as Ward Councillors engaging with their constituents on the importance of participation in the Census.

The local knowledge which Members possessed was invaluable in terms of engaging and encouraging residents in their participation of the Census and to this end a number of training sessions and briefings were arranged for Members.

A Census Briefing took place for all Councillors on 29 November 2010 and as part of this Council's Development Day on 2 December 2010, a session was provided for all Members which provided details on the importance of their involvement in the Census 2011.

Members were asked to help the process by:

- Encouraging the completion of Census questionnaires via their surgeries and through their contacts out in their constituencies and throughout the Borough
- Promoting the completion of Census questionnaires at events and meetings etc
- Reassuring residents that the Census is confidential and the data is not shared with other organisations
- Supporting Census community events
- Encouraging local applications for field staff roles
- Supporting the ONS Area Manager with community liaison contacts

Partnership and Engagement - A Pan-London Partnership Plan for the 2011 Census

In September 2010 a Census regional event was held in London where ONS, the Greater London Authority and London Councils agreed to produce a partnership plan which would identify potential gaps in Census engagement and communications and also outline potential actions which would help raise the profile of the Census Across the city as a whole.

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This Pan-London approach would draw on the relative strengths, resources and knowledge of a complex world city, held by ONS, the GLA, London Councils and the London Boroughs to add genuine value and avoid the duplication of effort in the approaches to maximise participation in the Census.

Hard to Count Groups

Throughout the review Members were provided with details of how ONS would engage with those “hard to count” groups within the community. However the review felt that the emphasis of engagement should not just be to focus on minority ethnic groups, but should be to focus on all of the general public. This was because there was evidence to suggest that there were particular groups of the general public as a whole who needed to be aware of the importance of participation in the Census.

Representatives of ONS reassured Members that engagement would primarily be aimed at ALL members of the public. Information provided from ONS during the review included:

- An ONS Community Advisor would be working with all religious and community groups for the Somali population at community events across the Borough.
- Census information would be communicated to schools to enable children from a BME background to talk about the importance of completing the Census questionnaire
- With the help of local Councils, engagement would take place with those sectors of the population who were reluctant or found it difficult to take part in the process.
- In the recruitment of field staff, where possible, staff recruited would be representative of the community areas they covered to encourage participation of different community groups.
- The Census questionnaire would be translated into 56 different languages, although the questionnaire would have to be completed in English

The review was informed that community engagement meetings would take place throughout the Borough and one took place on 29 September 2010. This involved community groups, interfaith networks and residents associations. At this meeting, the Area Manager for ONS and the Assistant Census Liaison Officer gave a presentation on the purpose and aims of the Census and also provided details to these groups on the 140 Census vacancies which ONS were recruiting to.

Report of Lambeth Council – Census Focus Group

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The review as part of its evidence gave consideration to a report which had been prepared by Lambeth Council and which looked at the reasons why participation rates in the Census differed amongst some groups of the community.

Lambeth Council's corporate research and consultation team ran a series of focus groups in May this year with residents from those groups that are known to be less likely to respond to the Census. Four groups were held with young private renters, Black Caribbean, Black American and Polish residents.

The research consolidated the findings that these groups were less likely to respond to the Census with the majority of participants stating that they would not complete and return the Census form. The research consolidated the findings that the four above groups are less likely to respond to the Census with the majority of participants stating that they would not complete and return the census form. Reasons given for this were:

- Lack of awareness of what the purpose of the Census is, and what is it for
- Not having English as their first language puts people off as well as the length and complexity of the form
- There was a belief that the Census questionnaire was unimportant as it was addressed 'to the occupier' whereas anything that they should fill in and return would be addressed to them personally
- There are misconceptions with the Census such as the belief that completion of the Census is optional and that the Council and the government already know the information about them through previous contact with Council services
- Young private renters expressed the view that they generally do not use Council services and therefore they do not see the improved government funding the Council would get from improved Census responses, as being of any benefit to them

The findings of the research emphasised the importance of effective communications in maximising the response rate to the Census in 2011. Suggestions which came out of the research and which could possibly be used for Hillingdon in terms of publicity were:

- Early implementation of a Census awareness raising campaign
- A clear explanation of what the Census is, what it is used for and why it is important for residents to participate
- Localise the message, help people to see it as important to the borough, rather than a national initiative

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- It is important to focus the message around the increased funding the Council would receive from central government and the positive impact this would have on service delivery
- Include some case studies of potential improved service delivery which are relevant to the groups which are least likely to complete the Census
- Emphasise that the money will be spent on better quality services to combat cynicism about Council ineptitude
- Publicise the translation sheet at the back of the envelope and that people can phone a free helpline number or download an information pack in their language
- Give an explanation that the Census questionnaire will only be addressed to the occupier but that it is still an important document
- The targeting of places of worship through engaging with priests and pastors etc
- Targeting foreign newspapers. For example in relation to Polish newspapers; Panorama, Cooltura, Polish Express and websites
- Reference was made to the Census in Poland which is known as Spis Ludnosci. This or other foreign equivalents to the Census could be used in publicity
- Information posters and leaflets about the Census could be left in nurseries, schools, churches, pubs etc. Also in shops selling foreign cuisine.

In terms of practical help

- Attending tenants association meetings to explain the importance of the Census, engage with prominent figures on estates to explain and encourage their tenants to complete the Census form
- Run Census sessions in schools to explain to children the importance of the Census and to encourage them to explain to their parents why they should fill the Census forms in
- Front line Council and partnership staff to ask residents that they encounter whether they have completed their census form
- Engage all community faith leaders to pass on information about the Census to their congregations

The review was also given an insight into the work that the London Borough of Hounslow had carried out in relation to their communications strategy and the main points of their draft strategy were:-

- To Identify those groups who are classified as 'hard to count' groups who had significantly low response rates during the last Census
- To also identify from local intelligence those groups of people who have a low level of engagement with the Council i.e. private tenants, hard to reach white working class residents, residents with learning difficulties etc

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- Using ONS population estimates, and local intelligence to identify the main cluster areas where these 'hard to count' groups are located
- Planned communication and engagement activities divided by Council Department and Partner Organisation and working with a Census Stakeholder Group
- A wide range of activities such as front line staff talking to clients about the importance of the Census, public notices, use of local media, websites, use of youth centres, schools, community centres and voluntary groups and so on

Residents in the Hard to Count Groups make up approximately 6% of the Borough population. Therefore it is vital that in order to secure a high volume and coverage of Census responses in 2011, that residents in these Hard to Count Groups are sufficiently engaged to ensure completion of the Census questionnaire.

RECOMMENDATION 1

That where practicable and subject to budgetary provision, officers be asked to consider the methods and techniques described in the Lambeth Census Focus Group report and from Hounslow's proposals and integrate them into the Council's Census and Engagement and Consultation strategy for the Census.

Homes in Back Gardens

During the witness session when the review was provided with information regarding the problems that ONS would have in terms of engaging with Hard to Count Groups, discussion took place on the group of people who resided in sub-let properties. ONS representatives informed the review that since the last Census there had been an increase in home owners sub-letting their properties and engaging with these groups would be a challenge.

The review was also provided with details of the London wide issue of houses / structures in back gardens. People who lived in these structures tended not to be on the electoral register or registered for Council Tax.

The erection of structures in gardens without Planning or Building Control regulation was a particularly challenging issue and was a London wide matter and reflected demand for rented accommodation and gaps in current Planning legislation.

Members were informed that based on observations during the Houses in Multiple Occupation (HMO) survey, and counts in a number of streets in Hayes, officers estimated there were between 2000 and 3000 such structures,

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numbers of which were privately rented, either singly or in multiple-occupation. These structures did not tend to show up in HMO counts or censuses and, where occupied, were likely to be on cash basis.

The review asked that the information from the HMO survey be passed to ONS to enable contact to be made with residents in these properties to ensure their participation in the Census process.

RECOMMENDATION 2

That the data from the HMO survey be shared with ONS to enable the engagement and participation in the Census of those residents who lived in structures in back gardens.

National Communication and Advertising Campaign

The review was informed that with the change in the Government in May 2010 a review took place into the advertising and publicity budgets of Government departments which resulted in details of the national advertising campaign for the Census being delayed. Hillingdon's Engagement and Communications Strategy would be aligned to the national campaign to ensure completeness and consistency.

ONS informed the review that the national advertising campaign would reinforce the message to residents that Census information was confidential and could not be accessed by other public authorities. The advertising campaign would run from February 2011 to May 2011 and would comprise of the following:

- The campaign would be insight based and would be influenced by education, engaging and enforcement
- The first phase of education would run from 21 February – 17 March
- Phase 2 - engaging and "call to action" – 18 March till 6 April
- Phase 3 – enforcement – 7 April till 1 May
- The education phase would aim to promote awareness and understanding of the Census benefits. It would give the general public the reasons of why to take part in the Census
- The advertising campaign would be up-weighted for student, youth and Black Minority Ethnic (BME) audiences
- The National TV advertising would consist of 30 second adverts. There would be a national outdoor advertising campaign with large bill board posters
- BME audiences would also have TV advertising in relevant languages and press advertising in relevant languages

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- A Census purple coloured bus would travel around London to increase the general public's awareness of the Census
- Phase 2 – “Call to action” would give everyone clear direction of what they needed to do and when
- The national TV campaign in Phase 2 would be high frequency 10 second TV adverts with a clear message of “it’s time to fill it in”. There would be a National outdoor campaign at heavyweight and premium sites
- There would be online and mobile advertising for youth and student audiences
- Reference was made to the work which would be carried out in student residences and that efforts should be made to engage with foreign students to ensure the message of the Census got across
- Phase 3 would clearly state what the consequences of non-compliance would be. The potential of a fine would be a motivator to some people
- Local partnerships would continue to be developed with local authorities and the Third Sector.
- There would be BME parents outreach events in schools
- There was an on-line BME photo competition around a ‘Then and now: family stories’ theme
- Reference was made to the work being carried out with secondary schools with CensusAtSchool. This was an educational programme provided by the Royal Statistical Society Centre for Statistical Education. The real life example of the Census was used to teach mathematics and statistics in schools
- The Census would be written into the story lines of TV programmes such as soap operas
- A message would be communicated that the penalty for failing to fill in the Census questionnaire would result in a fine of £1,000.
- Included in the publicity would be providing members of the public with details on the many uses of Census data such as the data which is used for genealogy research
- Reference was made to the many uses of Census data and the increased amount of genealogy research which now took place. In addition the data helps voluntary organisations and charities identify populations to target initiatives and to make representations to Government

Hillingdon’s Census Engagement and Communications Strategy

Members were informed that this Council’s Communications Strategy for the Census was drafted, having worked closed with ONS. An article had been published in Hillingdon People but the main publicity push would be at the beginning of next year. There would be events, presentations, poster campaigns and the Council’s website would promote the Census.

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The review was informed that a Councillor's Census toolkit had been produced which would provide Members with information to help them engage with their constituents on the Census. This was subsequently sent to Members.

RECOMMENDATION 3

That Hillingdon's Census Engagement and Communications Strategy be aligned as far as possible with the national initiatives and timescales, to ensure maximum impact and participation in the Census process.

Primary Care Trust

The review was provided with details on the repercussions of undercounting on the Census for the provision of health services. The Joint Director of Public Health provided written evidence and commented that in respect of the PCT funding, the Census is much less important than for LBH. This is because NHS funding is predominantly based on historic funding. A target funding based partly on population size is also calculated but the pace of change to the target budget from the historic budget is usually small. The formula for calculating the target budgets for PCTs has varied over the years and it is therefore possible to argue that the formula does not reflect the relative needs of Hillingdon but it would not be straightforward to claim PCT under-funding. However, looking ahead it is clearly advantageous to have as complete an enumeration as possible in the next Census in 2011.

Financial impact on the Council of undercounting the Census

One of the major implications of undercounting in the Census is the impact on the funding the Council receives. Over the long term, Census data would impact on the Government grant distributed to the Council. The review was provided with the following information on the reason why maximising the returns of Census questionnaires benefitted the Council's funding from central Government:

- Census data was more critical to the long term financial planning of the Council than the short term. There was no short term gain to this Council from the data produced from the Census
- The data provided was used for the Sustainable Community Strategy which set out Hillingdon's Local Strategic Partnerships aims and ambitions for the Borough over the next 10 years
- Census population data would not immediately impact on Government grant allocations to this Council. Formula grant distribution for 2011/12

would be based on ONS 2008 based Sub-National Population Projections which were released in May 2010

- The earliest time that the population data from the 2011 Census would filter through and impact on the Council in terms of grants, would be around 2014/2015. However, once in the funding system, Census population data stayed in the population estimates for a long time, since all ONS population estimates and projections were ultimately based on adjustments to the fixed Census count
- One of the main groups believed to be undercounted were recent migrants. Concerns over undercounting of migrants in ONS population estimates peaked in 2007 and had generally receded since then, based on three key factors:- the impact of the recession, a tightening of visa restrictions and an improvement in ONS methodologies for identifying the impact of migrants on population estimates
- A significant demographic issue currently impacting on the Council was the increase in live births in the Borough and the impact of this on the future demand for primary school places. The Census would provide a key barometer of this trend and the opportunity to compare the Census population count with other local data generated through the annual school census and early years census and Primary Care Trust data. Schools funding for the Borough was not dependent on ONS Census data but rather on the education censuses
- The review was provided with an illustration of the impact of population changes within the Government's distribution model for Formula Grant
- In the current year the Council received £84.4m in Government grants which was based on 2008 sub national projections. If the only change to the model was to increase Hillingdon's population by 5,000, then the Council's formula grant would increase by £78,000, or after floor damping by £23,000. However, if the only change to this model was to increase Hull's population by 5,000, then Hillingdon's formula grant would increase by £1.5m, or after floor damping by £326,000
- Allocations to authorities within the formula were made relative to the authorities with the most extreme characteristics, e.g the lowest levels of need, the lowest ability to raise resources from Council Tax etc. Hull has a similar ONS estimated population to this Borough and has the lowest ability to raise resources from Council Tax in England, due to the low value of its housing stock relative to its population. Hence a change in Hull's population has a redistributive effect far in excess of the proportion of its share of the population of the country as a whole.
- In the short term and under the current funding model it would be around 15 times more effective for the Council to be assisting ONS to count the population of Hull than Hillingdon's own population
- This underlines the instability contained in the current formula grant distribution rather than any reason not to ensure that the Census count in Hillingdon was as accurate as possible

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- Although there were no immediate plans to do so, it was possible that funding distribution systems could change significantly over the medium to long term.

The review concluded that the message should be communicated to residents of the Borough that completing the Census questionnaire will benefit the Council in terms of the funding it receives from Government and the resultant planning and delivery of services to residents.

RECOMMENDATION 4

That in the Council's Census Engagement and Communications Strategy reference be made in the publicity to the Census to the impact of non-participation in the Census on the Council's funding and on the delivery of essential services.

Council Front Line Staff

The review was provided with information relating to utilising the Council's front line service staff in communicating the purpose of the Census to residents and in ensuring that residents returned Census questionnaires.

ONS informed the review that part of the reason for ONS recruiting Council staff as enumerators and field staff was because of the varied nature of the work undertaken by the Council and its partner staff. These staff would be invaluable in terms of communicating the Census message to service users out in the community.

The review was also supplied with information on the importance of engaging with schools and that some local authorities had undertaken "Mini Censuses" in schools, bringing in a history element to make the subject interesting. Reference was made to providing information on the importance of the Census to children which would enable discussions to take place with their parents and thus reinforce the Census message.

ONS reported that protocols would be developed in collaboration with local authorities in relation to carers and other front line staff in relation to communicating the Census and also completing the Census questionnaire on behalf of clients.

RECOMMENDATION 5

That support be given to ONS working in collaboration with front line Council services to promote the participation of residents in the Census 2011 and to helping them complete the Census questionnaire.

Migrants and Refugees

The review was provided with information in relation to Dover District Council and how the authority was dealing with migrants and refugees. ONS officers had been made contact with migrant community organisations that offered help and support to recent and longer term migrants in and around the Dover area.

The promotion of Census completion was being carried out through these organisations and all promotional materials were being provided in a variety of languages. Members noted that many of these communities were often hesitant to provide official authorities with information on themselves and the objective was to gain the trust of these people.

Migrants tended to settle in small geographical areas and ONS would be linking in with local shops and using these as information hubs. Local Gateways would be used to promote the Census, links would be developed with local letting agents who would be asked to promote Census completion to tenants.

Crawley

The review was informed that the Area Manager of ONS for the Crawley area would work with the Home Office would visit detention centres to gauge the numbers of people detained. This would also take place at Heathrow Airport in the case of Hillingdon.

Financial Implications of the Review's Recommendations

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DRAFT Census Engagement and Communications Strategy

1. Introduction

1.1. The Census of England and Wales is a ten yearly compulsory estimate of population and housing. The next census will take place on Sunday 27 March 2011.

1.2. Securing an accurate census result is particularly important for local authorities for two reasons.

- **Data** – the census provides Councils with a free, comprehensive evidence base to support commissioning and policy making for the next ten years;
- **Funding** – Central Government rely heavily on census figures to calculate local government funding allocations. A poor census response rate could result in significant undercounting, leading to underfunding in the future.

1.3. Target engagement and publicity with Hillingdon's communities will play an important part in ensuring a positive census outcome for the borough in 2011. To this end, Hillingdon has nominated a Census Liaison Manager (CLM) and Assistant Census Liaison Manager (ACLM) to work with the ONS Area Manager (AM) to promote the importance of the census to residents, staff, members and local partners.

1.4. The purpose of this Communications and Engagement Strategy is to outline how the Council and its partners can best supplement ONS engagement and publicity activity to ensure the best possible count for the borough. This will include:

- Utilising existing Council and Local Partnership communications channels to promote core census messages
- Promoting the census with communities throughout the borough who have historically had a low census response rate
- Working with local and regional organisations who have contact with communities to promote the census and encourage local groups to assist others to complete their census forms through completion events.

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- Effectively promoting census jobs to residents and Council staff to ensure Hillingdon has a strong field workforce to support census delivery and collection

1.5. The ONS appointed an Area Manager to Hillingdon in July 2010. She is working with the Hillingdon Council and partners to co-ordinate fieldwork operations and community engagement activity across the borough.

1.6. From December 2010. ONS will conduct a national publicity campaign aimed at promoting the census to the general public.

1.7. ONS are also funding some targeted community engagement activity in Local Authority Areas. ONS have allocated a part-time Community Adviser to work with the Somali communities in Hillingdon.

2. Background

2.1 During the last Census in 2001, Hillingdon secured one of the highest response rates when compared with other West London boroughs:

- Richmond – 93%
- Hillingdon – 91%
- Hounslow – 91%
- Harrow – 91%
- Ealing – 85%
- Brent – 79%
- Hammersmith and Fulham – 76%
- Kensington and Chelsea – 64%

2.2 However, Hillingdon's response rate ranked below the national average of 94%.

2.3 ONS data from the 2001 Census show response rates were especially low among:-

- Male residents between the ages of 20 – 29 (average – 88% against the return for the whole group of 93%).
- Female residents between the age of 20 – 34 (average 87% against the return for the whole group of 92%),
- As well as for children and babies aged 0 to 4 years. (male – 88%, female – 89%)

Hard to Count (HTC) Groups

2.4 ONS have identified a number of 'Hard to Count' (HTC) groups in Hillingdon who had significantly lower response rates during the last census. These include:

- **Group A:** BME communities – Bangladeshi (0.6%), Pakistani (1.6%), Indian (9.6%), Black African (1.7%) & Black Caribbean (1.3%) – 14.8% of the population
- **Group B:** Elderly Residents (80+) – 3.7% of the population

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- **Group C:** Students & Young People – 24.9% of the population
- **Group D:** White Europeans (Eastern) – 0.6% of the population

2.5 There are a number of other groups which ONS does not include in the HTC category, but which local intelligence suggests have a low levels of engagement with the Council and its partners. Such groups include (i) hard to reach white working class residents, (ii) residents with learning difficulties, (iii) private tenants and, (iv) second home owners and more wealthy residents. Many of these groups will be engaged through the national publicity campaign ONS will run from December to March 2011.

2.6 Residents in the HTC groups make up approximately 6% of the borough population. If Hillingdon is to secure a high volume and coverage of responses in 2011, it is important that residents in these HTC groups are adequately engaged to ensure completion of the Census forms.

Barriers to Census Completion

2.7 A further set of general barriers to census completion exist which will need to be considered in delivering an effective Communications and Engagement Strategy. These include:

- **Public distrust** – residents might not complete census forms because of concerns regarding confidentiality of data
- **Large Households** – lack of willingness among large families (more than 6 members) to request continuation forms. Many of Hillingdon's largest families will be in BME communities who face other barriers to engagement making them harder to count.
- **Length of census form** – many residents may consider the length of the census form, at 32 pages long, too daunting/time consuming to complete.
- **Limited ONS engagement resource** – Community Advisors will be shared across authorities reducing the time spent engaging with communities in Hillingdon.

3. Communication & Engagement Schedule

This section outlines planned communication and engagement activity which officers at Hillingdon, the ONS Area Manager, and Community Advisors will be undertaking over the next 5 months.

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Tool	Responsible	Resources	Frequency	Planned Engagement Activity
HillingdonPeople – Borough magazine	Marketing (LBH)	<ul style="list-style-type: none"> • Census copy 	Jan / Feb 2011 March 2011	<ul style="list-style-type: none"> • Provide an overview of the Census to residents • Final reminder about the importance of completing the return
Local Media	PR (LBH)	<ul style="list-style-type: none"> • Press release • Leader’s column 	1 in Jan 2011, 1 in Feb 2011 March 2011	<ul style="list-style-type: none"> • Provide an overview of the Census to residents • Reminder that 1 month to go & the importance of completing the return • Final reminder about the importance of completing the return
Newsletter	PR (LBH)	<ul style="list-style-type: none"> • Street Champions • Staff via Team Briefing • teamHillingdon 	Jan 2011, Feb 2011, Mar 2011	<ul style="list-style-type: none"> • Provide an overview of the Census to residents • Reminder that 1 month to go & the importance of completing the return • Final reminder about the importance of completing the return
Touring Display	Marketing (LBH) / Amanda King (AM)	<ul style="list-style-type: none"> • Libraries • Hayes One Stop Shop • Civic Centre Main Foyer • Possibly Leisure Centres and other public facing venues 	Over three months starting in Jan 2011	<ul style="list-style-type: none"> • Provide an overview of the Census to residents • Point residents at the council website for updated information

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Tool	Responsible	Resources	Frequency	Planned Engagement Activity
Web	<i>Marketing (LBH)</i>	<ul style="list-style-type: none"> Hillingdon.gov.uk Census.gov.uk Facebook Horizon (intranet) <i>Screen Saver – add to the council’s screen saver (primarily in outstations)</i> 	Over three months starting in Jan 2011	<ul style="list-style-type: none"> Promote core Census message Provide residents with clear and up to date information Countdown to Census day on internal / external website to remind residents / staff
Email	ICT (LBH)	<ul style="list-style-type: none"> Amend outgoing email to include a standard footer promoting Census Article in ‘All staff email’ Members Email Group 	Over three months starting in Jan 2011	<ul style="list-style-type: none"> Point residents at the council website for updated information Provide an overview of the Census to residents Provide an overview of Census & signpost to the website for further information / toolkit
<i>Telephone</i>	<i>Lynn Smith – Customer Services</i>	<ul style="list-style-type: none"> <i>Main LBH contact number</i> 	<i>Recorded messages from w/c xxx</i>	<ul style="list-style-type: none"> <i>Incoming callers reminded of Census and need to fill in form (Sample wording for recording)</i>
Plasma screens	Marketing (LBH)	<ul style="list-style-type: none"> Main reception – Civic Centre Hayes One Stop Shop 	January 2011 onwards	<ul style="list-style-type: none"> Message promoting core Census message
Corporate Services & Partnerships POC	CLM / Democratic Service Manager	<ul style="list-style-type: none"> Minutes Reports to POC 	3 meetings	<ul style="list-style-type: none"> Scrutinise LBH plans and approach Provide an overview of the Census to Members
Members Development Day	CLM	<ul style="list-style-type: none"> Presentation to Members 	December 2010	<ul style="list-style-type: none"> Provide an overview of the Census to Members

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4. Community and Voluntary Sector contact

The table below provides a summary of the engagement planned with community and voluntary groups and organisations operating in the borough that so far cater for hard to count groups as outlined in 2.4. This list is live and will be regularly updated. It is not exhaustive.

Key – Lead Officer

- AM – ONS Area Manager
- LBH – London Borough of Hillingdon

Group	Lead Officer	Visit (Y/N)	Completion Event (Y/N)
Students			
Brunel University			
Uxbridge College	AM	Y	
Uxbridge College – Hayes Campus	AM	Y	
BME Groups			
African Caribbean Community			
East Africa Community Support			
Hayes Nepalese Gurkhas Community		Y	
Hillingdon Somali Womens Group			
Horn of Youth Africa Association			
Pakistan Association for culture, knowledge & Information			
Rajo Somali Youth Group			
Refugee (REED)		Y	
REAP – Refugees and ineffective and active partnership			
Tageero Health& Social Care access for Refugees			
Sahan Society.			
Victoria Clumbie Foundation			
West London Somaliland Community		Y	
Faith Groups			
Ahmadiyya Muslim Association		Y	
All Saints		Y	
Anjuman Hidayah Heathrow Masjid			
Brunel University Chaplaincy		Y	
Central Jamia Mosque			
Ekta Asian Women's Centre			
Guru Granth Gurdwara			
Harlington Baptist Church		Y	

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Group	Lead Officer	Visit (Y/N)	Completion Event (Y/N)
Hayes Muslim Centre			
Hidata Centre Anujman Himayt al Islam			
Hillingdon Pentecostal Church		Y	
Hillingdon Sikh Welfare Association		Y	
Hillingdon Interfaith Network (HIFN)			
Hillingdon Borough Central Mosque & Community Services			
Hindu Society			
Kali Mata Mandir Faith Group			
Navrati Garba- Adhya Shakt Mtaji Temple			
Quba Islamic & Education Centre			
St Andrews Lutheran Church		Y	
Residents Association			
Northwood Hills Residents Association		Y (Jan 2011)	
Oak Farm Residents Association		Y	
Other Resident Tenants Associations			
Disability Groups			
HAGAM Drug and Alcohol		Y	
Hillingdon Local Involvement Network (LINK)		Y	
Disabled Peoples Assembly			
Elderly Groups			
Age UK (Hillingdon)			
Asha Day Centre			
Brookside Community Centre			
Greater London Forum for Older People.			
Older Peoples Assembly			
Partners			
Local Strategic Partnership Exec			
Wellbeing Board			
Hillingdon Children & Families Trust			
Cleaner & Greener Borough Theme Group			
Safer Hillingdon Partnership			
Strong & Active Communities Partnership			
Sustain, Renew & Prosper Taskforce			
Disablement Association Hillingdon (DASH)			
Hillingdon Association of Voluntary Services (HAVS)		Y	
Hillingdon Federation of Community Associations			

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Group	Lead Officer	Visit (Y/N)	Completion Event (Y/N)
Hillingdon Citizens Advice Bureau			
London Fire Service (Hillingdon)		Y	
Metropolitan Police (Hillingdon)		Y	
General			
Employment Link - Mental Health Matters			
Hillingdon Womens Centre			
Hillingdon Law Centre			
Hillingdon Community Centre			
MIND			
The Salvation Army			
YMCA Hayes			

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VERSION 1.2

Partnership and Engagement A Pan-London Partnership Plan for the 2011 Census



16 December 2010

London Regional Partnership Plan (LRPP)

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1. Introduction

Following September's London regional event, ONS, GLA and London Councils resolved to produce a plan to:

- **identify potential gaps in Census engagement and communications; and**
- **outline potential actions which would help raise the profile of the Census across the city as whole.**

Why a Pan-London approach? The broad objective is to draw on the relative strengths, resources and knowledge of a complex world city held by the ONS, the GLA, London Councils and the London Boroughs to add genuine value and avoid duplication of effort in the effort to maximise participation in the March 27th count.

Further, a pan-London approach makes room for fresh approaches simply not available to us a decade ago which help us reach out to harder-to-reach elements within the population of our dynamic capital city. London is a city where 3 million people commute every day, their movements take them from boroughs, through boroughs, into boroughs and back again. The population is fluid and flexible and for Census campaigning to be most effective a regional campaign which raises its profile as people travel, as they interact with their online and offline networks, and as they work can help reinforce and compliment the groundwork being done by ONS and boroughs at a local level.

1.1 Making this document work

The following document outlines where we perceive the gaps in activity to be, based on GLA intelligence and draft local partnership plans. While undoubtedly a case can be made for additions, we have been conscious that we are operating in a time limited period and that overstretching our ambitions may compromise the quality of engagement.

We are also conscious that if this is to work then there needs to be clear and effective communications between all the levels involved in communicating the Census, and to make the picture clearer ONS have helpfully attached what they will be co-ordinating centrally in Annex A.

The main features of the document are:

- Engagement with prioritised groups (section 3); and
- Regional partnership activity (section 4).

If the plan is to deliver favourable outcomes then clear, effective communication is key. And to those ends we are committed to:

1. **keeping all boroughs in the loop of progress made at a regional level so they can tailor their local plans appropriately.**
2. **promoting and publicising the Census around regional print and broadcast media as well as digital channels.**
3. **securing buy in, co-operation and action from regional partners.**
4. **organising prominent, pan London events; and**
5. **delivering Census advertising and promotion across the London transport network (including DLR and overground).**

Above all else, we hope you find this a useful addition to the work you are carrying out a local level. The **document will be live and will develop over time** as agreements are made with regional organisations and national communications campaigns are confirmed.

1.2 Delivering the Census in London

Activity around the Regional Plan will be focussed around the following phases:

- **Phase 1: Awareness Building (21st February – 17th March)**
- **Phase 2: Call to Action (18th March – 6th April)**

During January we will continue to work with the stakeholders identified in the plan to secure their buy in and co-operation in communication key Census messaging.

The GLA and London Councils will look to organise media events in both these phases, alongside key stakeholders in Phase 1 and with the Mayor in Phase 2.

1.3 Key contacts

The London partnership plan is being jointly developed by ONS, GLA and London Councils.

Key partners are listed below:

	Name	Telephone	Email
<i>Partners steering group</i>			
Greater London Authority	Andrew Collinge	020 7983 4652	Andrew.collinge@london.gov.uk
London Councils	Liam Mckay	020 7934 9709	Liam.mckay@londoncouncils.gov.uk
ONS	Nick O'Donnell		Nick.O'donnell@ons.gsi.gov.uk
Implementation team			
ONS regional partnership manager	TBA		

1.4 Regional priorities

ONS has agreed a framework of partnership activities with all local councils over the last two years. This framework consists of the 7 strands of activity shown below.

For each activity, the London partnership steering group has considered whether regional activity is a priority. The results are shown below, and demonstrate that the main focus of regional activity will be on promotion and publicity and engagement.

	Partnership strand	Relative importance of regional activity	Proposed activity levels			
			GLA	London Councils	Boroughs	ONS regional
Information	Address register	L	–	–	1	1
	Quality assurance	M	2	–	2	1
	Enumeration intelligence	M	–	–	1	1
Engagement	Community liaison	H	2	2	1	3
	Promotion and publicity	H	1	2	1	3
	Support for recruitment	M	3	3	2	2
Ops	Logistical support for field work	M	3	3	2	3

The first column gives a clear steer towards the activities that the partners should focus on

H – Potentially high impact on response rate, affecting more than 5% of households

M – Potentially medium impact on response rate, affecting between 1% and 5% of households

L – Potentially low impact on response rate, affecting less than 1% of households

The next four columns give an idea of which of the partners will be carrying out the activity

1 – High levels of activity

2 – Medium levels of activity

3 – Lower levels of activity

2. Information and intelligence

Enumeration intelligence and address register information will be provided by London boroughs as part of the census local partnership for each borough.

Information for quality assurance purposes is likely to be available at regional (as well as borough) level.

The GLA will consider the available information sources and provide them to ONS as soon as available for quality assurance purposes.

3. Engagement with prioritised groups

3.1 Identification of high priority groups and desired outcomes

The groups below have been selected as regional priorities after analysing GLA intelligence and examining the first draft of borough partnership plans.

Under the broader desired outcome of encouraging the highest level of participation, there are three outcomes of the engagement with target population groups being pursued nationwide by area managers and community advisors, which should be mirrored by the regional partnership.

- Information and promotion provided to target population groups;
- Partnership with intermediary organisations to convey communication messages about the census (and the availability of jobs); and
- Completion events to help with questionnaire completion supporting the field operations in specific communities.

Please note here that *methods of engagement listed are still to be finalised*.

Group	Methods of engagement
Black Caribbean and African residents	<p>Promoting activity on GLA website as well as Mayor's Youtube/twitter site through representative groups' communications approaches.</p> <p>GLA community engagement team to disseminate website address and key messages of the campaign at existing meetings with community orgs.</p> <p>Email to members of Operation Black Vote through LCF.</p>
Young (18-29 years old), young professionals, private renters and students	<p>Facebook/Youtube/GLA page emailed to NUS to email/tweet out as part of their routine comms.</p> <p>TfL to send out link to the page in their subscription newsletter (The Loop) and on their website as well as on digital noticeboards in tube stations. Posters on the underground and across transport network are also subject to cost.</p> <p>Feature to be written in London press.</p> <p>Where available, an e-zine can be sent out to contact database held by Comm. Engagement team and CYPUP (Mayor's Young Ambassadors and Young Mayors of London Boroughs).</p>

	<p>We will also attempt to engage this group through working with businesses and the London Chambers of Commerce in particular.</p>
<p>Polish and other Eastern European communities</p>	<p>Facebook/Youtube/GLA page emailed to organisations/community groups to email to their members (e.g. http://www.polishculture.org.uk/; http://www.posk.org/; Bulgarian cultural institute (due to open later this year).</p> <p>Engagement/press release with website details where possible in the ex-pat media such as: Dziennik Polski, Gonicz Polski, Russian London, Russian Courier, Pulse UK and other community websites http://londynek.net/biuro/article?jdnews_id=880358 http://www.toplanguagecommunity.co.uk/polish-portal/ http://www.gadatka.com/indexeng.php http://www.russianuk.com/eng/ http://ruslon.com/ http://www.toplanguagecommunity.com/bulgarian-portal/.</p> <p>Email information to be disseminated to students at UCL's SEESS school.</p> <p>Email information to ESOL course providers such as colleges to email to their students.</p> <p>Invite Facebook groups such as Russians in London to display GLA page on their page.</p> <p>Email those signed up to attend Mayor's Russian New Year celebrations (GLA contact database).</p>
<p>Housing Association/ Council tenants, Private Rented Sector</p>	<p>Facebook/Youtube/GLA page emailed to housing associations for use in email/online newsletters to tenants.</p> <p>Email those attending any Mayoral housing events to disseminate information to their members. (GLA Contact database).</p>
<p>Asian, Chinese, Latin America or other ethnic groups (e.g. Turkish) including those who's English may be limited</p>	<p>Engagement/press release with website details in community newspapers (e.g. Sing Tao, Zone East, Olay Gazet, Turkish Cypriot Community Association newsletter, Turkish Times). A full list of all ethnic newspapers can be found here: http://www.mondotimes.com/1/world/uk/142/4217</p> <p>Produce features for community newspapers.</p>

	<p>Invite community based Facebook groups to display GLA page on their page.</p> <p>Email can go out via the contact database to those who have attended the Mayoral events or those intending to attend them (e.g. Chinese New Year, Newroz, Russian New Year).</p> <p>LCF to distribute the information at their events.</p>
Elderly (80+)	<p>Email older people’s groups so they can disseminate information to their members (Community engagement team).</p> <p>Email regional Age UK centres.</p> <p>Email those on the Contact database who have attended or plan to attend Mayor’s cultural events such as Capital Age Festival (GLA comm. Engagement/ Events teams).</p> <p>Engage London’s Older Peoples’ Strategy Group to disseminate information.</p>
SME/private sector	<p>GLA/London Councils to work with London Chambers of Commerce to promote the Census amongst SME/private sector.</p> <p>Assistance to be sought from GLA Private Sector team.</p>
Voluntary sector	<p>Assist voluntary sector groups in marketing census to members (e.g. via email campaign).</p> <p>Launch event with media presence at City Hall with attendance of various voluntary organisations present.</p> <p>LVSC, LCF could advise on other events happening where information could be communicated.</p>

3.2 Information and promotion to target population groups

ONS centralised activity

ONS is implementing a range of centrally orchestrated communication activities both to the general public and targeted towards youth, student and BME audiences. These are summarised in Annex A.

Regional partnership activity

More locally, ONS/GLA and London Councils are developing ideas in the following areas:

Stakeholder Event: an event, during February at which all key stakeholders would be invited to attend a campaign launch at which they could receive key Census messages and materials. (During Phase 1)

Call to Action Event: a Census call to action event with the Mayor, Chair of London Councils and key partners in March. (During Phase 2)

Viral Marketing Campaign: the GLA can organise a viral marketing campaign to take advantage of the Mayor's high profile. The focus will be a dedicated webpage (designed to raise the public awareness of the Census and the importance of taking part in the count). To target as wide a range of people as possible, the campaign will also be disseminated via Twitter, Facebook and e-shots. The Mayor currently has 107,058 followers on Twitter and sending a series of tweets out via this format will assist in spreading the message across London's communities. (During Phases 1 and 2)

Advertising: GLA has secured advertising space on TfL for Tube poster advertising. (slots are for 2 weeks at 125 sites in total just ahead of and during the initial census period). A further 200 poster spaces have been secured on the London Overground network for 4 weeks during the Census period. We continue to work towards securing advertising on Docklands Light Railway. Another possibility is to have the same posters across 1,300 bus stop sites in London. This approach would target different groups, including those who might live in more deprived areas, areas not served as well by the tube, and older people who are more likely to use the bus instead of the tube. (Phase 2)

Media: Building on existing good relationships, the GLA and London Councils will work closely with colleagues across London print and broadcast media to promote the Census and build awareness. Here again, we would use the Mayor as appropriate. (Phases 1 & 2)

Additionally, the GLA, London Councils and ONS will look into the possibility of producing a Census poster and leaflet in English with the translation of the main message and helpline number in all major community languages.¹

3.3 Completion events and support for operations

ONS is considering the development of mobile completion events in areas of low response in London in discussion with GLA/London Councils.

¹ This is based on information received from boroughs who have indicated that it will be difficult for organisations to find space for all of the different language posters produced by ONS.

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Proposals are being developed and costed and are likely to include a blend of pre-planned and contingency activities and locations.

Particular consideration is being given to providing relevant in-language support if these mobile completion events are implemented.

GLA/London Councils are open to the prospect of providing marketing or logistical support for such activities.

4. Regional partnership working

The aim of this part of the regional plan is to build a collection of alliances at a regional level and to work with each organisation in order to secure their buy in, create momentum as well as their support of prominent events

We are also asking for access to their networks so we can share marketing and communication platforms and distribute marketing material and content across them. Our ambition is to create a buzz around the event which complements the ONS and Borough approaches, so that it is talked about in communities, in families and amongst friends.

We have already started working with key groups, including London Chambers of Commerce, LVSO and prominent community leaders, amongst others to help create momentum and specific actions related to their constituencies.

The table below lists a collection of prominent regional organisations we plan to work with in the months leading up to Census day. ONS will be the lead relationship holder for most of the groups with support from GLA and London Councils as appropriate.

As indicated earlier, this is a live document and will be updated as agreements are reached. All relevant information will be disseminated to boroughs so they can make the appropriate adjustments to their regional plans. Further actions will be developed in the coming weeks and will follow after initial meetings.

We would also welcome assistance from boroughs who host regional, high profile organisations in their area.

Plan section	Intermediary organisations	Relationship holder	Aim	Actions
<p>Prominent regional organisations</p>	<p>Citizens Advice Bureau</p>	<p>ONS</p>	<p>To build a partnership with CAB which allows access to their networks and for effective working relationships to be formed at a local level.</p>	<p>ONS to work alongside CAB nationally and area managers to work with local branches around campaigning</p>
	<p>Voluntary organisations (e.g. LVSO, Civic Forum)</p>	<p>ONS with support from GLA/LC</p>	<p>To build a regional partnership that allows us access to target community groups.</p>	<p>GLA/LC met with LVSO and Civic Forum on 19/10/10 to agree a working relationship around the Census could be formed. Civic Forum agreed to disseminate Census information at their events as well as profile in email circulars to their networks.</p>
	<p>London Chambers of Commerce & Business Associations & British Retail Consortium</p>	<p>GLA/LC in consultation with ONS</p>	<p>To engage the business community in the Census, to involve them in regional events and to gain access to key businesses²</p>	<p>London Councils met with the head of Public Policy at LCoC on November 1st and it was agreed that LCoC would run a feature story on the importance of the Census in March and would give the event profile in email circulars to clients. Representations also made to British Retail Consortium around involving them in Census messaging.</p>
	<p>Community leaders</p>	<p>ONS/GLA/LC</p>	<p>To engage prominent London community leaders and involve them in high profile regional events in order to gain larger media hit.</p>	<p>Propose to arrange Census stakeholder event in February and Mayoral call to action event in</p>
	<p>Embassies/consulates</p>	<p>ONS/GLA/LC</p>	<p>To engage embassies who will have access, addresses of</p>	<p>GLA/London Councils have approached the FCO about contacting “target” embassies/High</p>

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			potential key regional target groups ³	Commissions and the FCO have agreed to put us in touch as well as provide a covering note on the importance of the Census. A letter from the Mayor will be sent to the target embassies/High Commissions in December.
Universities	ONS		To engage university chancellors in order to raise the profile of the Census amongst students, reinforcing messages made at a local level.	ONS have written to all London university chancellors building relationship in advance of the Census
British Medical Association	ONS		To involve the BMA in promoting the Census amongst GP's, reinforcing messages made at a local level.	ONS to lead on engagement.
BUPA	ONS/GLA/LC		To involve BUPA in Census promotions so they can communicate key messages to their client base.	ONS/GLA/LC to make representations to BUPA.
Tenant Associations, Social Landlords and prominent private landlords	ONS/GLA/LC		To raised awareness of the Census amongst these key groups	GLA have a relationship with key organisations such as the National Landlords Association (in London).
London Landlord Accreditation Scheme	LC/GLA		To use the group to engage some private landlords in London	A conversation took place with LLAS and a meeting will take place on January 11th
TfL	GLA/ONS		To work with TfL to agree advertising across the London	GLA have informed ONS that it will be possible to secure advertising across the London transport

³ We believe the key embassies/high commission to contact will be Nigerian, Chinese, Ghanaian, Somali, Vietnamese, Turkish, Polish, Pakistani, Indian, Polish, Russian, Brazilian, Romanian, Bulgarian, Columbian, Spanish, German, French.

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			transport network in the run up towards the Census.	system at no cost either side of Census day.
London Councillors	ONS/GLA/LC		To make councillors local champions for the Census	ONS/GLA/LC to brief councillors from Wandsworth and surrounding boroughs on national and regional strategies on 29/11/10. A further regional briefing will take place in Waltham Forest in February.
Age UK	ONS		To secure buy-in from prominent organisations that support and lobby for the elderly.	ONS to update, London Councils have also opened a discussion.
School Governors	GLA		To secure co-operation from School Governors across London so that positive Census messages can be communicated in schools	GLA to write to School Governors across London and to work with them going forward.
South East TUC	London Councils		To engage a significant employers union in the process so they can filter through key messages to their members	LC to meet Megan Dobney (Regional Secretary) on December 16 th .
Irish Traveller Movement of Britain	LC/GLA		To work with the group to promote the Census amongst London's traveller community,	Discussion scheduled for week beginning 13/12/10.

5. Taking Forward the LRPP

5.1 Your Comments

We want the LRPP to be a live document so we would welcome comments and proposals from boroughs and partners whenever they have them. The plan itself will be hosted on the Census Communities of Practice Website and also on both the GLA and London Councils website. We will undertake to update it to reflect progress made against actions and where additional actions are agreed.

Table A lists key Census dates for your attention. As mentioned in section 1.2, for consistency of message, the current thinking is to organise a stakeholder event in City Hall in February at which we will share key Census messaging which can be disseminated across groups and networks by partners. Then, in March, to launch the call to action, we plan to organise an event with the Mayor of London.

Any suggestions, particularly around the stakeholder event, would be welcomed.

Table A

Milestones	Date
Agree London Regional Partnership Plan	December 2010
Engage partners from boroughs, business, pan London institutions, communications on the delivery of the plan	December 2010
Update ACLM's and Area Managers on progress of engagement with regional stakeholders	January 2010
Stakeholder Event at City Hall (TBC)	February 2011
Begin communications campaign	February 2011
Brief London Council Leaders	
Phase 1 Begins	February 21st
Mayoral Call to Action	March 2011
Begin London wide communications	March 2011
Phase 2 Begins	March 18th
Census Day	March 27th

5.2 Implementation and progress reporting

The plan will be further refined, developed and implemented by a regional partnership team.

Regular weekly contact will take place between the members of the implementation team. The implementation team will produce a monthly report for the partners steering group. The partners steering group will provide updates on progress for London Boroughs.

Annex A: ONS centrally coordinated activities

1. ONS national advertising

A national campaign will be implemented in 3 phases:

Phase 1: Educating the public about the value and the use of the census. Running on national and BME TV and outdoor poster sites with targeted print from 21 Feb to 17 March. A heavyweight campaign with high coverage

Phase 2: Call to action, motivating the public to fill in their questionnaires. Running on national and BME TV and outdoor poster sites with targeted print and digital from 18 March to 6 April. A heavyweight campaign with high coverage and frequency

Phase 3: Carrying an enforcement message and providing a backdrop for field staff during the follow up activity. A lower weight campaign, primarily outdoor posters from 7 April to end April.

There are four target audiences for the campaigns

- General public
- ABC1 young adults 18-24
- C2DE young adults 18-24
- Black and ethnic minority communities

The main campaign will cover all of England and Wales, but will be up-weighted towards metropolitan and urban areas so will therefore provide good coverage across London. Further details of detailed plans will be available in January.

2. ONS media activity

A thorough news and editorial campaign is underway driven by the 2011 Census media team, with news releases increasing in frequency as March approaches.

The circulation for these regular news releases includes the main London news outlets. However in addition to this regular schedule, ONS, GLA and London Councils will work together to generate media coverage for any specific London regional events and promotional activities.

TV and radio programmes are being approached to carry census related storylines or products such as background posters in popular programmes. Discussions are also underway with several production companies about the production of bespoke census programmes to be broadcast in the census period.

3. ONS digital activity

Census.gov.uk is the platform for digital activity and social networking sites (twitter, facebook, youtube, and flickr) are integrated into interactive digital activities, including a viral game.

An ambassador programme for family historians and students will encourage the posting of positive online content by third parties.

4. ONS schools programmes

ONS is running two schools programmes

- Census at school is a maths/statistics based programme for secondary schools at www.censusatschools.org.uk
- A primary school programme 'Me and my community' linked into the citizenship curriculum, including teaching materials, lesson plans and an interactive town planning and resourcing game to be available from January 2011 at www.census.gov.uk/2011meandmycommunity

5. ONS student activities

Successful engagement is taking place with the NUS, universities and student media.

Discussions with university media courses is generating commitments to student projects to promote the census online as part of course work options.

ONS is also pursuing the potential for student volunteers.

6. ONS Black and ethnic minority activities

In addition to the targeted advertising campaign, promotional materials have been produced to support engagement at a local and regional level.

A number of PR initiatives will also help to spread awareness of the census in BME communities:

- A rap track, video and series of events in partnership with the artist Ghettos
- A photo competition depicting generational changes
- A parents outreach programme will be implemented at local level by area managers and community advisors with BME schools.

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Progress on the Implementation of Skills and Knowledge Audit as recommended during the Pandemic Review

Contact Officer: Khalid Ahmed
Telephone: 01895 250833

REASON FOR ITEM

To provide Members with an update on the progress made in relation to the Skills and Knowledge Audit as recommended by this Committee's Pandemic Review.

OPTIONS AVAILABLE TO THE COMMITTEE

1. Members note the update provided and request further information if appropriate.

INFORMATION

1. At a meeting of this Committee held on 11 November 2010, consideration was given to a report which provided Members with progress made in implementing recommendations of recent reviews.
2. In relation to this Committee's review into the Impact of a Pandemic in Hillingdon and Effects on Council Services and the recommendation relating to a skills and knowledge audit, Members asked for further information on the skills and knowledge audit which took place as a result of the Pandemic review.
3. The review had asked that a skills and knowledge audit be undertaken of the Council's workforce to build up a computerised database. This information was to include details about staff who have been vaccinated against the swine flu virus, those who have had swine flu, those with children and childcare responsibilities, those staff who were front line staff and those that come into contact with the public.
4. Members were previously informed that Strategic HR had written to all staff to collect information on staff skills which were not reflected in the duties they performed in their day to day jobs, and which could be called upon in an emergency. The skills audit provided a snapshot of the skills currently held by Council staff. The skills information would allow the emergency management team of the Council to quickly identify staff with appropriate skills to backfill front line staff absences. The data collected

was held by Business Support Units and the Civil Protection Team and was securely stored, in line with relevant data protection rules. It was envisaged that over time the skills information would be electronically stored on Resourcelink or something similar, to enable staff to update their information.

5. As an update the HR Organisational Development Manager reports that he is developing a Project Initiation Document for a Single Development Plan for a 'talent management' system which would include skills and competency management. Members could request that an update be provided to this Committee in six months time on the proposal for a 'talent management' system.

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

Period of Plan: January 2011 to April 2011 onwards

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
<small>ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; F&R = Finance & Resources; PE&CS = Planning, Environment & Community Services</small>									
CABINET - 20 JANUARY 2011									
482	Security Contract	Cabinet will be asked to consider the Council's Security Contract following a tender exercise.	All		Cllr Scott Seaman-Digby & Cllr Jonathan Bianco	F&BS - Steve Smith	Corporate Procurement		
534	Provision of Vehicle Hire	Cabinet will be recommended to use the Office of Government Commerce vehicle hire framework for the supply of rental vehicles up to 7.5 tonnes.	N/A		Cllr Jonathan Bianco & Cllr Seaman-Digby	PECS - David Fisher	Corporate Teams		NEW
542	Responsible Retailers Initiative	Cabinet will be asked to approve a scheme which is mainly aimed at recognising retailers who are taking positive steps to avoid under age sales of age restricted products such as alcohol.	All		Cllr Douglas Mills	PECS - Ed Shaylor / James Rodger			NEW
SI	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	DCEO - Democratic Services			

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Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
<small>ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; F&R = Finance & Resources; PE&CS = Planning, Environment & Community Services</small>									
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&BS - Paul Whaymand			
CABINET - 17 FEBRUARY 2011									
504 Age 102	Anti-Fraud Strategy	Cabinet will be asked to agree the Council's Anti-Fraud Strategy	N/A		Cllr Jonathan Bianco	F&BS - Helen Taylor			
551	Off site answering and processing of Council Tax telephone calls	Cabinet will be requested to enter into a further agreement with Liberata plc to provide telephone answering and processing of Council Tax calls.	N/A		Cllr Jonathan Bianco	F&BS - Rob Smith			
542	Responsible Retailers Initiative	Cabinet will be asked to approve a scheme which gives recognition to those retailers who have committed to trading responsibly.	All		Cllr Douglas Mills	PECS - Ed Shaylor / Sue Pollitt			
539	Procurement of Building Works at Hayes End Library Site	To accept a tender for the demolition of the existing library and the construction of a new library and 15 one and two bedroom residential flats including external works and parking.	Charville		Cllr Jonathan Bianco	PECS - Chris Mafico			

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; F&R = Finance & Resources; PE&CS = Planning, Environment & Community Services									
514	The Council's Budget - Medium Term Financial Forecast 2011/12 - 2014/15	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2011/12 for recommendation to full Council for approval.	All	24-Feb-11	Cllr Jonathan Bianco	F&BS - Paul Whaymand	Public consultation through the Policy Overview Committee in accordance with the Budget and Policy Framework rules and statutory consultation with business ratepayers	Local government finance settlement information on DCLG website	
SI Page 103	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	DCEO - Democratic Services			
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&BS - Paul Whaymand			
CABINET MEMBER DECISIONS - FEBRUARY 2010									
522	Mobile Solutions Contract	The Cabinet Member will be asked to decide whether to extend a contract for mobile voice and data solutions for the Council for a period of 1 year from April 2011.	N/A		Cllr Jonathan Bianco	F&CS - Steve Palmer	Internal	Cabinet Report - March 2009	NEW
SI	Standard Items taken each month by the Cabinet Member	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	DCEO - Democratic Services	Various	Various	
CABINET - 17 MARCH 2011									

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
<small>ASCH&H = Adult Social Care, Health & Housing; DCEO = Deputy Chief Executive's Office; E&CS = Education & Children's Services; F&R = Finance & Resources; PE&CS = Planning, Environment & Community Services</small>									
SI	Voluntary Sector Leases Report	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	PECS - Gregory Morrison			
CABINET - 14 APRIL 2011									
SI	Reports from Policy Overview Committees	Major Policy Review recommendations for consideration by the Cabinet as and when completed.	TBC		as appropriate	DCEO - Democratic Services			
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&BS - Paul Whaymand			

WORK PROGRAMME 2010/2011

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
22 July 2010	CR 5
7 September 2010	CR 6
13 October 2010	CR 6
11 November 2010	CR 6
20 December 2010*	CR3
19 January 2011	CR 6
9 February 2011**	CR 6
16 March 2011	CR 5
20 April 2011	CR 6

* Cancelled meeting

** Date change from 22 February 2011

Corporate Services & Partnerships POC 19 January 2011

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Corporate Services & Partnerships Policy Overview Committee

2010/11 DRAFT Work Programme

Meeting Date	Item
8 June 2010	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

22 July 2010	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

7 September 2010	Major Review in 2010/11 – First Review - Census 2011 – To look at how this Council can contribute to improving the population data for the Borough
	Witness Session 1
	Cabinet Forward Plan
	Work Programme

13 October 2010	Major Reviews in 2010/11 – First Review - Census 2011 – To look at how this Council can contribute to improving the population data for the Borough
	Witness Session 2
	Cabinet Forward Plan

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	Work Programme
11 November 2010	Major Reviews in 2010/11 – First Review - Census 2011 – To look at how this Council can contribute to improving the population data for the Borough
	Witness Session 3
	Cabinet Forward Plan
	Progress on the implementation of recommendations made by this POC on recent reviews
	Work Programme
19 January 2011	Major Reviews in 2010/11 – First Review - Census 2011 – To look at how this Council can contribute to improving the population data for the Borough - Draft Final Report
	Budget Proposals Report for Deputy Chief Executive's Office and Finance & Business Services Directorate
	Report back on Skills and Knowledge Audit
	Briefing on the Council's Security Contract
	Major Reviews in 2010/11 – Second Review - Possible Topics
	Cabinet Forward Plan
	Work Programme
9 February 2011	Major Reviews in 2010/11 – Second Review – Scoping Report
	Consideration of all POC comments on Budget Proposals for submission to Cabinet
	Cabinet Forward Plan
	Work Programme

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

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

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