



HILLINGDON
LONDON



Annual Council

To all Members of the Council

Date: THURSDAY, 5 JUNE 2014

Time: 7.30 PM

Venue: COUNCIL CHAMBER -
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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<http://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CIId=117&Year=2014>

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INVESTOR IN PEOPLE

Useful information

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services

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If there is a FIRE in the building the alarm will sound continuously. If there is a BOMB ALERT the alarm sounds intermittently. Please make your way to the nearest FIRE EXIT.



Agenda

Prayers

To be said by the Reverend Susan Male

- 1 Apologies for Absence
- 2 Declarations of Interest 1 - 2
To note any declarations of interest in any matter before the Council - please see attached guidance note
- 3 Election Results 2014 and Political Balance 3 - 12
To note the results of the recent elections and the resulting political balance of the Council.
- 4 Election of Mayor 2014/2015
To elect a Mayor of the London Borough of Hillingdon to hold office from 5 June 2014 until his or her successor becomes entitled to act as Mayor
 - i) The retiring Mayor, Councillor Kauffmann, to provide a summary of his year in office.
 - ii) Nominations for Mayor invited by the retiring Mayor – election (if necessary).
 - iii) Retiring Mayor declares the result.

Adjournment for the robing of the new Mayor

- 5 Acceptance of Office by the Mayor
 - i) The newly elected Mayor to make and sign the declaration of acceptance of office.
 - ii) The Head of Democratic Services to declare the election of the Mayor to be complete.
- 6 Appointment of Deputy Mayor
To receive the Mayor's appointment in writing of a Councillor of the Borough to be Deputy Mayor for the coming year.
- 7 New Mayor's Announcements
To receive announcements from the new Mayor

- 8** Vote of Thanks to Outgoing Mayor
- i) Vote of thanks to the outgoing Mayor to be moved and seconded.
 - ii) Presentation of Past Mayor's and Past Mayoress' badges.
- 9** Report of the Head of Democratic Services 13 - 14
- To consider the report of the Head of Democratic Services concerning:
- i) The Appointment of the Leader of the Council
 - ii) The Appointment of the Cabinet
 - iii) The Appointment of the Council Champions
 - iv) The Programme of Meetings 2014/15
- 10** Committee Allocations and Membership 2014/2015
- To decide the number and size of Council committees and allocate Members to serve on those committees based on the political balance on the Council where required (*to follow*)
- 11** Council Membership of Outside Organisations
- To consider appointments to outside organisations (*to follow*)
- 12** Policy Overview and Scrutiny Committees Annual Report 15 - 32
- To receive the annual report.
- 13** Statement by the Leader of the Council
- In accordance with the provisions of the Constitution, to receive, without comment, a statement by the Leader of the Council.

On the rising of the Annual Meeting of the Council, the Head of Democratic Services will convene special meetings of Committees for the purpose of appointing Chairmen, Vice Chairmen and sub-committees where appropriate.:

DECLARATIONS OF INTEREST

Reporting Officers: Head of Democratic Services and Borough Solicitor

SUMMARY

When The Mayor asks at item 2 if any Member has any interest to declare you must consider the items on the agenda and declare if you feel you have either:

a) a Pecuniary interest (that you have not already declared to the Monitoring Officer and is therefore included in the General Register of Members' Interests) or

b) a Non-Pecuniary interest.

Pecuniary and Non-Pecuniary interests are covered by Part 2 of the Code of Conduct.

What is a Pecuniary interest and what should I do if one arises?

A Member's pecuniary interests are their business interests (or those of their spouse or civil partner, or person with whom they are living as if spouse or civil partner). This would include their employment, trade, profession, contracts, or any company with which they are associated - and wider financial interests they might have (for example trust funds, investments, and assets including land and property).

If you consider that you have a Pecuniary interest in any item on the agenda and that interest has not already been entered onto the authority's General Register of Members' Interests, then you must disclose the interest under item 2 (or as it becomes apparent) as long as the matter is not a 'sensitive interest'. A 'Sensitive Interest' is one where disclosure of the details of the interest could lead to the Member or a person connected with the Member, being subject to violence or intimidation.

Unless dispensation has been granted, you must leave the Chamber when any item is being considered in which you have declared a Pecuniary Interest (whether already on the General Register or declared at the meeting) and may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest.

What should I do if a Non-Pecuniary interest arises?

Any other type of interest is defined as Non-Pecuniary and must, similarly be disclosed under item 2 (or as it becomes apparent).

In declaring a Non-Pecuniary interest a Member must consider if the extent of that interest will be such that it would reasonably be considered by a member of the public, in possession of the full facts, to be so significant as to prejudice the Member's judgement of the public interest in the matter under consideration.

If you consider the Non-Pecuniary interest to be prejudicial, in that it would affect your impartial judgement on the matter under consideration, then you must leave the Chamber and may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have such an interest.

If you do not consider the Non-Pecuniary interest you have declared to be prejudicial, then you may remain in the Chamber, participate in any discussion of and vote on the item in question.

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ELECTION RESULTS 2014 AND POLITICAL BALANCE

Reporting Officer: Head of Democratic Services

1. The Borough Council elections were held on 22 May 2014 in conjunction with the European Parliamentary elections. The results of the elections for all 22 wards are attached for information.
2. In addition the political balance of the Council which is used to calculate the number of Members on each Council committee etc is also detailed below for information.

RECOMMENDATION: That the election results and the subsequent political balance of the Council be noted.

INFORMATION

3. The Local Government and Housing Act 1989 provides a statutory basis for the rights of political groups to secure representation upon Council Committee and Sub-Committee meetings in proportion to their respective political strengths within the Council.
4. By definition a political group needs to be comprised of two or more Members who have indicated by notice to the Head of Democratic Services that they wish to constitute a named group, such notice also to indicate the identity of the Leader of the Group. The notice must be signed by all Members who wish to form the Group.
5. The Head of Democratic Services has been notified of 2 political Groups on the Council:
 - The Hillingdon Conservative Group with Councillor Puddifoot as Group Leader,
 - The Labour Group with Councillor Khursheed as Group Leader
6. The political balance calculation below is based on these submissions and the number of Council and Committee places to be determined elsewhere on this agenda:

Conservative	42	64.62%
Labour	23	35.38%
Total	65	

committee size	Conservative		Labour	
	%	actual	%	actual
3	1.94	2	1.06	1
4	2.58	3	1.42	1
5	3.23	3	1.77	2
6	3.88	4	2.12	2
7	4.52	5	2.48	2
8	5.17	5	2.83	3
9	5.82	6	3.18	3
10	6.46	6	3.54	4

**London Borough of Hillingdon election results
22 May 2014**

Barnhill

Name of Candidate	Description (if any)	Number of Votes*
DHEER, Kanwal	Labour Party Candidate	2106 Elected
EGINTON, Tony	Labour Party Candidate	2042 Elected
FEWKES, Gordon	Local Conservatives	613
HEER, Sarwan Singh	Local Conservatives	560
MCGILL, Anthony Michael	Trade Unionist and Socialist Coalition	108
O`CONNOR, Paul	Local Conservatives	539
PURDOM, John Donald	Green Party	308
SINGH, Jasjot	Labour Party Candidate	1951 Elected
SYMONS, Paul Edward	UK Independence Party (UKIP)	529

Botwell

Name of Candidate	Description (if any)	Number of Votes*
AUSTIN, Paul Frederick	UK Independence Party (UKIP)	757
BOYDON JONES, Caitlin	Local Conservatives	531
BUCK, Jason Zaidi	Trade Unionist and Socialist Coalition	167
GARDNER, Janet Elizabeth	Labour Party Candidate	2532 Elected
JARJUSSEY, Phoday Saikouba	Labour Party Candidate	2142 Elected
KHURSHEED, Mo	Labour Party Candidate	2192 Elected
MCKIRDY, Cam	Local Conservatives	510
SMALLWOOD, Chris	Local Conservatives	445
SMITH, Geoff	Green Party	335

Brunel

Name of Candidate	Description (if any)	Number of Votes*
ATROSHI, Laween	Labour Party Candidate	790
AVISS, Timothy Peter	Trade Unionist and Socialist Coalition	145
BRAR, Jagjit Kaur	Labour Party Candidate	800
CHAMDAL, Roy	Local Conservatives	1124 Elected
COURTENAY, Geoff	UK Independence Party (UKIP)	755
MARTIN, Ben	Green Party	376
MILLS, Richard James	Local Conservatives	1239 Elected
PENNY, Barry John	Liberal Democrats	162
PUROHIT, Bhavinchandra Suryakant	Liberal Democrats	63
PUROHIT, Hetal Bhavinchandra	Liberal Democrats	42
RYERSON, Peter Michael	Labour Party Candidate	878
STEAD, Brian	Local Conservatives	1332 Elected

Cavendish

Name of Candidate	Description (if any)	Number of Votes*
BARNES, Teji	Local Conservatives	2108 Elected
BARRAND, Susan Michelle	Liberal Democrats	193
FISHER, Michael Frank	Liberal Democrats	160
JACKSON, Paul	Trade Unionist and Socialist Coalition	102
LAVERY, Eddie	Local Conservatives	2175 Elected
LEE, Graham John	Green Party	320
MAJOR, John	Labour Party Candidate	439
MAJOR, Lesley	Labour Party Candidate	734
MARSHALL, Alison Carol	Liberal Democrats	231
MURRAY, Susan Jean	Green Party	230
MUSSI, Aldo	Green Party	117
OLIVER, Sarah Ann	Labour Party Candidate	405
OSBORNE, Mark	UK Independence Party (UKIP)	792
WHITE, Michael Richard	Local Conservatives	2168 Elected

Charville

Name of Candidate	Description (if any)	Number of Votes*
CHOUBEDAR, Farhad	Local Conservatives	1201
DIXON, Cliff	UK Independence Party (UKIP)	1004
EAST, Beulah Mary	Labour Party Candidate	1572 Elected
FYFE, Neil Gordon	Local Conservatives	1409 Elected
GIBBS, Andrew	Green Party	381
HORNE, David John	Labour Party Candidate	1368 Elected
LEONARD, Julia Ann	Trade Unionist and Socialist Coalition	132
O'CONNOR, Mary	Local Conservatives	1354
SOWE, Mustapha	Labour Party Candidate	1276

Eastcote and East Ruislip

Name of Candidate	Description (if any)	Number of Votes*
BERGMAN, Nick	UK Independence Party (UKIP)	813
CHALK, Martin Derrick	Liberal Democrats	326
DANN, Catherine Sally	Local Conservatives	2980 Elected
DENYS, Nick	Local Conservatives	2778 Elected
GRAHAM, Alan Stephen	Liberal Democrats	309
HAGGAR, Becky	Local Conservatives	2628 Elected
KINCHEN, Oliver Carl	Labour Party Candidate	557
MCINTYRE, Elana	Labour Party Candidate	560
MELVIN, Dean	Trade Unionist and Socialist Coalition	99
RICHARDS, Trevor Anthony Thomas	Labour Party Candidate	573
SMITH, Stephen Paul	Green Party	429
TOMS, Leonard Charles	Liberal Democrats	236

Harefield

Name of Candidate	Description (if any)	Number of Votes*
BARNES, Richard Michael	Independent	460
BARRY, Gerard Patrick	UK Independence Party (UKIP)	701
CARSON, James	Trade Unionist and Socialist Coalition	30
CLARK, Andrew	Liberal Democrats	98
CUNLIFFE, Alexander Martin	Liberal Democrats	47
COSTARD, Ian Edward	National Front Putting Britain First	198
GOULD, Joshua	Green Party	184
HALSALL, Philip	Labour Party Candidate	213
HIGGINS, Henry	Local Conservatives	897 Elected
NEW, Douglas Alfred	Labour Party Candidate	136
PALMER, Jane Irene	Local Conservatives	833 Elected
SODHA, Atul	Independent	308

Heathrow Villages

Name of Candidate	Description (if any)	Number of Votes*
ARNOLD, Simon Carl	Local Conservatives	836
DEVILLE, Alan Charles	Local Conservatives	839
KHATRA, Manjit Kaur	Labour Party Candidate	1183 Elected
MAKWANA, Heena	Local Conservatives	633
MONEY, Peter	Labour Party Candidate	1270 Elected
NELSON, Ingrid June	Labour Party Candidate	1180 Elected
RIGBY, William James	Green Party	263
TAYLOR, Christine Mary	UK Independence Party (UKIP)	707
TOMLINSON, Bryan Paul	UK Independence Party (UKIP)	651

Hillingdon East

Name of Candidate	Description (if any)	Number of Votes*
BRIDGES, Wayne Paul	Local Conservatives	1572 Elected
CAMPBELL, John	Labour Party Candidate	1005
CHAPMAN, Alan Jeffrey	Local Conservatives	1418 Elected
CLARK, Martin James	Liberal Democrats	445
COX, Mike	Liberal Democrats	507
DIXON, Josh	Liberal Democrats	448
JACKSON, Patricia Margaret	Local Conservatives	1400 Elected
MALIK, Raheela Butool	Labour Party Candidate	786
MARSDON, Derek John	Trade Unionist and Socialist Coalition	106
MORGAN, Terry	Labour Party Candidate	769
SHELVEY, Geraldine	UK Independence Party (UKIP)	763

Ickenham

Name of Candidate	Description (if any)	Number of Votes*
BUCKINGHAM, John	Labour Party Candidate	603
DARKE, Steve	UK Independence Party (UKIP)	694
FOX, Kevin Francis	Labour Party Candidate	542
HAGAN, Liam Andrew	Labour Party Candidate	496
HENSLEY, John Kenneth Edward	Local Conservatives	2250 Elected
KINRADE, Robin James	Green Party	306
MATHEN, Kim Mathulla	Liberal Democrats	116
PUDDIFOOT, Raymond John	Local Conservatives	2519 Elected
SIMMONDS, David Timothy	Local Conservatives	2069 Elected
WINGROVE OWENS, Diana Lesley	Liberal Democrats	132
WINTERBOTHAM, Melanie Margaret	Liberal Democrats	155

Manor

Name of Candidate	Description (if any)	Number of Votes*
COX, Albert Thomas	Liberal Democrats	277
CROOK, Peter Leslie	Green Party	353
ESPLEY, Paul William	Labour Party Candidate	582
JONES, Brian Philip	Trade Unionist and Socialist Coalition	98
MARKHAM, Michael John	Local Conservatives	2128 Elected
MATHUR, Shashi	Labour Party Candidate	451
MCENTEE, Paul Stephen	UK Independence Party (UKIP)	755
MILLS, Douglas Stuart	Local Conservatives	2221 Elected
O'BRIEN, Susan Catherine	Local Conservatives	2174 Elected
O'SHEA, Anne	Labour Party Candidate	550
SALVANI, Antonio	Liberal Democrats	199
THOMAS, Christopher Peter	Liberal Democrats	211
WILKINSON, Geoffrey John	Green Party	327

Northwood

Name of Candidate	Description (if any)	Number of Votes*
ASQUITH, Jeremy Edmund Campion	Liberal Democrats	341
BELL, Aidan Richard	Labour Party Candidate	406
DHILLON, Mahan Singh	Labour Party Candidate	392
HAINES, William Stephen Hood	UK Independence Party (UKIP)	434
HOLDING, Fiona Claire	Green Party	476
JACOBS, Geoffrey Alan	Liberal Democrats	153
LEWIS, Richard Anthony	Local Conservatives	1988 Elected
MASON, Emily Johanna	Liberal Democrats	199
MELVIN, Carol	Local Conservatives	2107 Elected
SEAMAN DIGBY, Scott Michael	Local Conservatives	1896 Elected
WIDGINGTON, Kim Barbara	Labour Party Candidate	368

Northwood Hills

Name of Candidate	Description (if any)	Number of Votes*
ALLAM, David Robert	Labour Party Candidate	509
BIANCO, Jonathan Philip Simon	Local Conservatives	1559 Elected
BISHOP, David Albert	Northwood Hills Community Champions	847
CROOK, Nicole Rosemary Cathryn	Green Party	342
DODHIA, Nilesh	Northwood Hills Community Champions	417
FLYNN, Duncan Thomas	Local Conservatives	1180 Elected
HONEYGOLD, Derek John	Liberal Democrats	169
KARA-ISITT, Fawzia Zehra	Northwood Hills Community Champions	230
KENNEDY, Wally	Trade Unionist and Socialist Coalition	364
KINCHEN, Jill	Labour Party Candidate	445
KLEIN, Alan Harry	Liberal Democrats	89
MALLICK, Ulla Ingrid Elizabet	Liberal Democrats	78
MORGAN, John Robert	Local Conservatives	1399 Elected
RAO, Heidi	UK Independence Party (UKIP)	567
RETTTER, Andrew John	Independent	976
WALLIS, Victoria Hannah	Labour Party Candidate	412

Pinkwell

Name of Candidate	Description (if any)	Number of Votes*
ALBRIGHT, Zara Shaen	Local Conservatives	649
BRIDGES, Kelly-Marie	Local Conservatives	670
DHILLON, Jazz	Labour Party Candidate	2060 Elected
DIMENT, Robert John	Trade Unionist and Socialist Coalition	128
HARDINGE, Tom	Local Conservatives	604
KNIGHT, Stephen	UK Independence Party (UKIP)	608
LAKHMANA, Kuldeep Kaur	Labour Party Candidate	1981 Elected
LEE, Daniel	Green Party	306
MORSE, John Victor	Labour Party Candidate	1804 Elected

South Ruislip

Name of Candidate	Description (if any)	Number of Votes*
BARRABEL, John Charles	Green Party	299
CARDY, Gavin	British National Party	223
DOLLIMORE, Peter John	Liberal Democrats	165
DUDUCU, Jem	Local Conservatives	1237 Elected
FOSTER, Alan John	UK Independence Party (UKIP)	649
GRIFFITHS, Arran Jason	Labour Party Candidate	729
HAYES, Daniel	Trade Unionist and Socialist Coalition	52
KAUFFMAN, Allan George	Local Conservatives	1451 Elected
KELLY, Judy Annette	Local Conservatives	1378 Elected
NUNN, Robert	Labour Party Candidate	888
PENNINGTON, Robert	Labour Party Candidate	716
SHELVEY, Martin John	UK Independence Party (UKIP)	651
SWALLOW, Mike	Liberal Democrats	144
WATTS, Nicholas Mark	Liberal Democrats	226

Townfield

Name of Candidate	Description (if any)	Number of Votes*
ALLEN, Lynne	Labour Party Candidate	2374 Elected
BRIGHTMAN, Nicola	Local Conservatives	709
CURLING, Peter Allan	Labour Party Candidate	2090 Elected
FAGAN, Bernard John	UK Independence Party (UKIP)	750
HAYES, Maddie	Trade Unionist and Socialist Coalition	151
LINTON, William Anthony	Green Party	309
MACMANUS, Harry	Local Conservatives	545
ROGERSON, Sam	Local Conservatives	452
SANSARPURI, Robin	Labour Party Candidate	1971 Elected

Uxbridge North

Name of Candidate	Description (if any)	Number of Votes*
ASIF, Zahra Salman	Trade Unionist and Socialist Coalition	120
COOPER, George Edward	Local Conservatives	2047 Elected
GRAHAM, Raymond Charles	Local Conservatives	1788 Elected
HARMSWORTH, Paul Kenneth	Labour Party Candidate	781
HOLYDAY, William David Charles	Green Party	419
KHAN, Nasim Aijaz	Liberal Democrats	184
MASTERS, Adam Richard Edward	Liberal Democrats	180
MITCHELL, Alex	Labour Party Candidate	683
MOORE, Norrette Pauline	Labour Party Candidate	753
REAP, Margaret Beatrice	Liberal Democrats	164
WEISENBERGER, Nicola Ann Catherine	UK Independence Party (UKIP)	807
YARROW, David Anthony	Local Conservatives	1678 Elected

Uxbridge South

Name of Candidate	Description (if any)	Number of Votes*
BUCK, Samuel Reuben	Green Party	500
BURLES, Tony	Labour Party Candidate	1099 Elected
BURROWS, Keith Edward	Local Conservatives	1332 Elected
COOPER, Judith Virginia	Local Conservatives	1269 Elected
COX, Fiona Jane Mason	Liberal Democrats	243
DUFFIN, Jack	UK Independence Party (UKIP)	752
HARBORD, Gary Lee	Trade Unionist and Socialist Coalition	189
KHURSHEED, Imran	Labour Party Candidate	845
MALLICK, Saghaer Ahmed	Liberal Democrats	112
MCKEOWN, Paul James	Liberal Democrats	118
PITTAWAY, George Henry	Local Conservatives	980
PRINCE, Kerri	Labour Party Candidate	1028

West Drayton

Name of Candidate	Description (if any)	Number of Votes*
BANKS, Ann Frances	Independent	441
BARROS, Carlos	Trade Unionist and Socialist Coalition	151
BOND, Frederick John	Labour Party Candidate	1240
BUTTIVANT, Paul John	Independent	246
DUNCAN, Janet Susan Marion	Labour Party Candidate	1406 Elected
GILHAM, Dominic	Local Conservatives	1494 Elected
HARTNESS, Barry Matthew	Local Conservatives	1228
MURPHY, Nicky	Independent	286
PEVERILL, Raymond Victor	UK Independence Party (UKIP)	974
PUREWAL, Naman	Local Conservatives	1006
SWEETING, Jan	Labour Party Candidate	1397 Elected

West Ruislip

Name of Candidate	Description (if any)	Number of Votes*
BASEY, Phil	UK Independence Party (UKIP)	755
CORTHORNE, Philip Nigel	Local Conservatives	2122 Elected
COWAN-BATES, Vincent James	Green Party	428
CROWE, Brian Cyril	Local Conservatives	1989 Elected
LEIGHTER, Hilary Frances	Liberal Democrats	215
MCDONALD, Margaret Theresa	Labour Party Candidate	568
MCDONALD, Peter Lloyd	Labour Party Candidate	485
RILEY, John	Local Conservatives	2002 Elected
RODWELL, Graydon Mark	Liberal Democrats	189
TOWNER, Carolyn Julia	Liberal Democrats	202
TURVEY, Mary	Labour Party Candidate	454

Yeading

Name of Candidate	Description (if any)	Number of Votes*
BIRAH, Mohinder Singh	Labour Party Candidate	2121 Elected
GARG, Narinder Kumari	Labour Party Candidate	2004 Elected
HORN, Graham	Local Conservatives	735
KNIGHT, Helen Louise	UK Independence Party (UKIP)	599
PRESTON, Arthur	Local Conservatives	794
SHAUGHNESSY, Cheryl	Local Conservatives	665
SINGH, Jagjit	Labour Party Candidate	2006 Elected

Yiewsley

Name of Candidate	Description (if any)	Number of Votes*
ABDUL-MOTALIB, Humam	Liberal Democrats	142
BLISS, Lindsay	Labour Party Candidate	1007
BROWNSWORD, Graham Stanley	Green Party	334
DAVIS, Peter	Local Conservatives	1182 Elected
EDWARDS, Ian	Local Conservatives	1143 Elected
EVANS, Vincent	British National Party	304
HOLLAND, Eileen	Liberal Democrats	168
KAUR, Parminder	Labour Party Candidate	964
MARTIN, Linda	Trade Unionist and Socialist Coalition	118
MASTERS, Alan Bruce Raymond	Liberal Democrats	113
OSWELL, John Laurence	Labour Party Candidate	930
PONTEY, Jason Anthony	UK Independence Party (UKIP)	892
WALLANA, Shehryar	Local Conservatives	1009 Elected

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REPORT OF THE HEAD OF DEMOCRATIC SERVICES

5.1 APPOINTMENT OF LEADER OF THE COUNCIL

The Council Constitution stipulates that the Leader of the Council will be a Councillor elected at the annual meeting immediately following the ordinary election of Councillors. The Leader holds office for a four year period or until:

1. he or she resigns from office; or
2. he or she is suspended from being a councillor under Part III of the Local Government Act 2000
3. he or she is no longer a councillor; or
4. he or she is removed from office by a resolution of the Full Council: or
5. on expiry date of fixed term save that the Council may remove the Leader from office at an earlier date.

The Head of Democratic Services has been notified by the majority Group, the Hillingdon Conservative Group, that Councillor Ray Puddifoot will be nominated as Leader of the Council.

RECOMMENDATION: That Councillor Ray Puddifoot be appointed as Leader of the Council for the next four year period.

5.2 APPOINTMENT OF CABINET

Subject to the approval of 5.1 above, Members are asked to note the appointment by the Leader of the Council of the Deputy Leader and Cabinet for 2014/2015 as follows:

Position/Portfolio	Councillor
Deputy Leader and Education and Children's Services	David Simmonds
Central Services	Scott Seaman-Digby
Finance, Property and Business Services	Jonathan Bianco
Community, Commerce and Regeneration	Douglas Mills
Planning, Transportation and Recycling	Keith Burrows
Social Services, Health and Housing	Philip Corthorne

5.3 APPOINTMENT OF COUNCIL CHAMPIONS

RECOMMENDATION: That, subject to the approval of 5.1 above, the following Champions, as recommended by the Leader of the Council, be appointed and that a grant of £5,474.22 be paid to the Health, Wellbeing and Disabilities Champion to cover out of pocket expenses:

In accordance with Article 4 of the Constitution, Council is asked to consider the appointment of the following Members and one non Member as Council Champions under the generic Terms of Reference approved by full Council on 29 June 2006,

(revised February 2009) with additional guidance approved by the Leader of the Council to reflect specific responsibilities associated with the portfolios as shown:

- Older Persons - the Leader of the Council
- Corporate Parenting - Councillor Riley
- Carers - Councillor J. Cooper
- Heritage and Environment – Councillor Markham
- Sports - Councillor R.Mills
- Arts – Councillor Kelly
- Health, Wellbeing and Disabilities - Mrs Mary O'Connor

The Scheme of Members' Allowances includes provision for an allowance of £5,474.22 to be paid to each Champion and, in addition each position carries a £5,000 budget.

In the case of Mrs O'Connor, Council is asked to agree that a grant of £5,474.22 only, be paid to cover all out of pocket expenses associated with the position. Budgetary expenditure will be administered by the Head of Democratic Services in consultation with the Leader of the Council.

5.4 PROGRAMME OF MEETINGS 2014/15

Information

Following the approval of the annual programme of meetings in January 2014, it has become necessary to amend the date of the Annual Council Meeting in May 2015 as the currently approved date will clash with the date of the General Election, 7 May 2015.

RECOMMENDATION: That the Annual Council Meeting 2015 be moved to 14 May 2015.



Policy Overview & Scrutiny in Hillingdon

Annual Report
2013/14

Supported by
Democratic Services



Council - 05 June 2014



Introduction

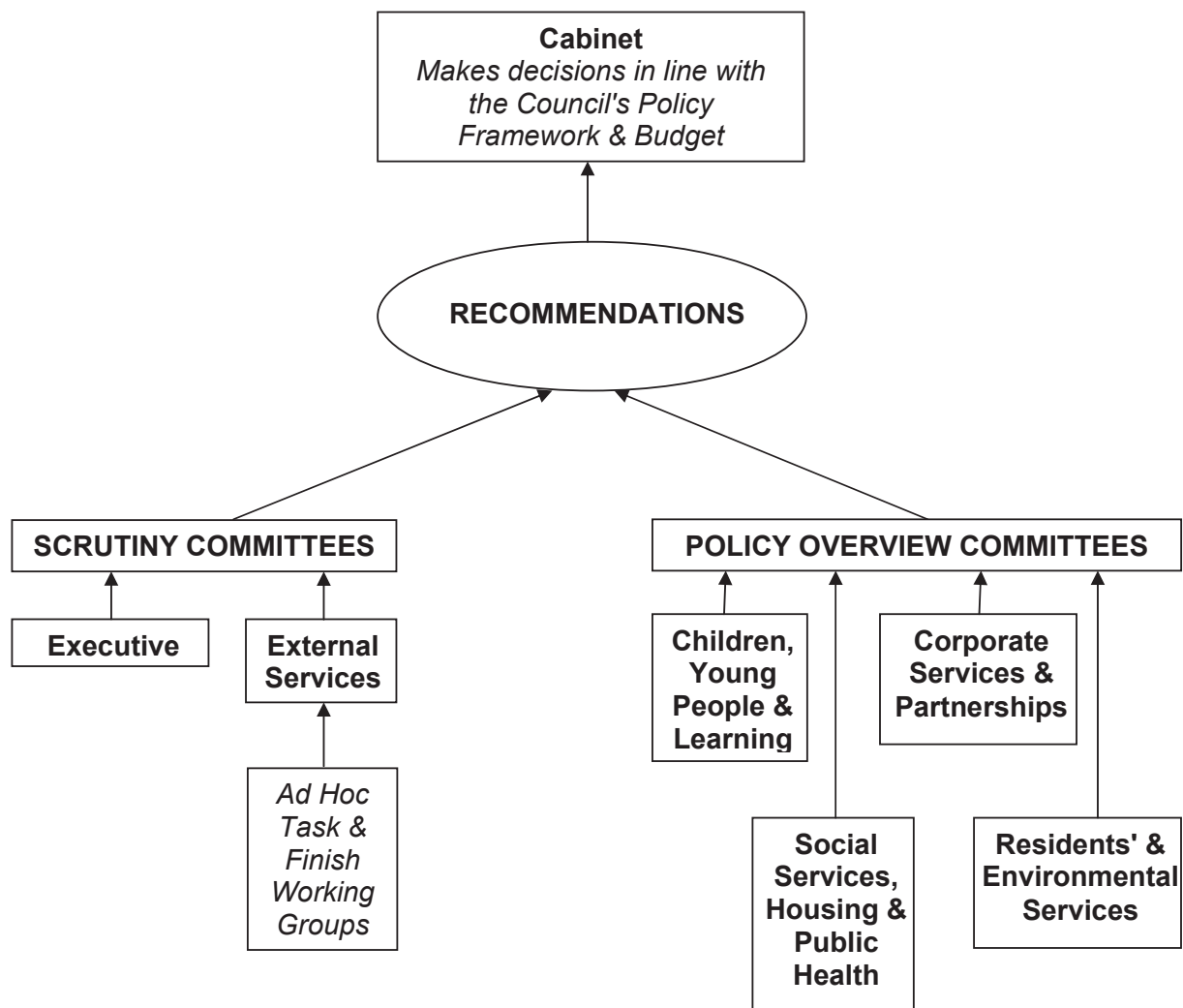
This report provides the opportunity to review the work and achievements of Hillingdon's Policy Overview & Scrutiny Committees during the 2013/14 Municipal Year and to highlight key developments.

In Hillingdon, Policy Overview Committees (POCs) are responsible for the monitoring of a specific range of Council services. In addition to these POCs, Hillingdon has an Executive Scrutiny Committee, which is responsible for post executive-decision scrutiny and call-in, and the External Services Scrutiny Committee, which is responsible for scrutinising those services provided by non-Council organisations, including health and crime and disorder related matters.

Each of these Committees undertakes its role through a series of activities which include single meeting reviews and in-depth reviews on specific issues. These reviews provide the opportunity to hear from residents, members of the public and expert witnesses, including officers from other councils and external organisations.

Reviews usually make recommendations to the Cabinet on how the Council could further enhance its work. In addition, the Committees are able to request information in response to particular concerns, comment on reports to Cabinet for decision and provide relevant input on Cabinet's annual budget proposals before they are approved by Council each year. POCs therefore play an important role in ensuring that the Council continues to provide high quality, value-for-money services to our residents.

Under the Local Government and Public Involvement in Health Act 2007, Policy Overview Committees can consider 'Councillor Calls For Action' submissions. These powers enable all Councillors to ask for discussions at POCs on issues where local problems have arisen and other methods of resolution have been exhausted. No such Calls for Actions have been considered to date.





Corporate Services & Partnerships



Councillor Richard Lewis (Chairman)

Other Members of the Committee 2013/14:

Councillor Richard Mills (Vice-Chairman)

Councillor Lindsay Bliss

Councillor Wayne Bridges

Councillor Beulah East

Councillor Raymond Graham

Councillor Carol Melvin

Officer support: Khalid Ahmed, Democratic Services

The Committee is responsible for the policy overview role for a broad array of Council services provided mainly by the Council's Administration and Finance Directorates. These are primarily strategic policy and internal functions such as finance, property, personnel, democratic services, legal services, ICT and economic development. The Committee has undertaken two reviews this year.

Major Review: Crime Prevention Resources

The review was informed that the Council as a Strategic Partner to the Police provides resources and equipment to help crime prevention within the Borough. The Council has provided funding for two CCTV vehicles, a Crime Prevention Bus, four Speed Guns and 11 police officers, which form the Police Partnership Tasking Team.

The Committee noted that overall this partnership work has worked very well, for the benefit of the Borough's residents. However, the Committee did find that some of the Police resources were not being utilised to their maximum extent due to operational restructuring and changes within the local Police Service. The Committee was given assurances by the Police during the witness sessions that some of these resources were to be given a higher priority and would be re-promoted and used appropriately again within the Borough within the short-term.

The Committee acknowledged the excellent work of the Safer Schools Police Officers within and near schools, together with receiving information about the very high levels of satisfaction that have been received from recipients of the Older Peoples Burglar Alarms Scheme.

The conclusions of the review were that overall there was a good working partnership between the Council and the Police but it was noted that there should be a re-promotion of the use of certain policing resources, which the Council had funded.

The Committee's recommendations were subsequently supported and agreed by the Cabinet.

Major Review: Reducing Our Carbon Footprint

The Committee's second review during this municipal year examined the work which was already taking place within the Council in relation to carbon reduction and looked at other initiatives which could help the Council and residents reduce carbon emissions.

During the review, the Committee was greatly encouraged at the work the Council had already carried out in relation to improving its environmental performance. Savings had been made in energy costs and the move to the procurement of greener energy, and many energy efficiency measures had been undertaken throughout all areas of the Council.

The recommendations of the review centred around four main themes which could place this Council in a stronger position in terms of carbon reduction and the production of more efficient energy. In the long term this could lead to reduced energy and fuel costs and a decrease in the annual carbon tax, which the Council is required to pay.

Two of the major recommendations, subject to detailed feasibility studies, related to potential opportunities around anaerobic digestion projects and heat and power networks which could produce cheaper, greener and locally produced heat and energy for the Council and for residents.

The review concluded that the Council was in a good position in terms of the carbon reduction work which was being carried out. To publicise this, one of the recommendations of the review was for a more detailed carbon balance sheet to promote details of the Council's carbon emissions and the mitigating measures which were taking place to reduce carbon emissions.

The Committee's recommendations were subsequently supported and agreed by the Cabinet.



Children, Young People & Learning



Councillor John Riley (Chairman)

Other Members of the Committee 2013/14:

Councillor Judith Cooper (Vice-Chairman)
Councillor David Benson
Councillor Lindsay Bliss
Councillor Brian Crowe
Councillor Jazz Dhillon
Councillor Dominic Gilham
Councillor John Hensley
Mr Anthony Little, Roman Catholic representative

Officer support: Steven Maiden, Democratic Services

The Committee is responsible for the policy overview role in relation to education, schools, the early-years service, the youth service, and social care services for children and young people. The Committee has undertaken two major reviews during this Municipal Year with a common theme: improving the lives of children and young people who are currently in, or have recently left, the Council's care.

Major Review: Strengthening the Council's Role as a Corporate Parent

From the outset of this review, Members were aware and concerned that children in care are more likely to have complex needs than those who have never been in care. Sadly, many children entering the care system have been subject to significant trauma in their early years which often has a detrimental impact on their development at a critical stage of their lives. This can increase the likelihood of them going on to suffer from poorer health, lower educational achievement and poverty in their adult lives. Consequently, addressing the needs of this vulnerable group to whom Members act as "corporate parents" was considered to be of paramount importance and one on which the full weight of the Council's resources and expertise should be brought to bear.

With the objective of improving how the Council supports this vulnerable group in mind, the Committee developed recommendations around the following themes:

1. Improving health by working in partnership with health agencies;
2. Supporting care leavers' next steps; and
3. Improving access to sport, leisure and recreational activities.

Although the full range of the Council's corporate parenting responsibilities were not covered, these three areas were those that Members and witnesses identified as

being key to improving the lives of those in care. As such, the review achieved a great deal by highlighting immediate work to be undertaken to improve the quality of young people's lives and to identify areas in which longer term improvements needed to be undertaken. The Committee's recommendations were subsequently presented to Cabinet and agreed.

In line with the Committee's annual cycle of business, progress on the implementation of recommendations will be formally reported back to Members in March 2015. If Members are not satisfied with progress, further work will be proposed and action taken as necessary. However, due to the urgency around gathering and acting upon health data, this area was progressed as a matter of urgency by the Health & Wellbeing Board and will be followed up by the Corporate Parenting Board on a regular basis.

Major Review: Improving Outcomes for Care Leavers Not in Education, Employment or Training

Following on from its review into corporate parenting, the Committee highlighted the area of improving attainment for care leavers as one requiring further consideration. Although the number of care leavers who were not in education, employment or training was relatively low at any one time, the Committee believed that putting measures in place to improve outcomes for the current cohort of care leavers would benefit future generations of vulnerable young people. Members also felt that, as good corporate parents, they should be seeking to provide the same level of care and support as they would provide to their own children. The implication of this was that no level of inquiry was too great in seeking to improve their individual prospects.

Consequently, this review was far reaching and considered evidence from a range of charitable, educational and business organisations working with the Borough's looked after children and care leavers. Together these organisations offered an impressive range of opportunities in skills development, gaining qualifications and work experience that supplemented the support already being provided by the Council itself. However, despite this commendable level of existing support, three areas for improvement did emerge:

1. The identification of need and how we monitor progress;
2. An awareness of the support available amongst frontline staff; and
3. The bridging of any gaps in existing and future provision.

After Cabinet's endorsement of the recommendations from this review, they will be monitored regularly by the Committee and, where appropriate, the Corporate Parenting Board through the standard reporting of data and information. Follow up will also be undertaken through the annual cycle of progress monitoring.



Residents' & Environmental Services



Councillor Michael White (Chairman)

Other Members of the Committee 2013/14:

Councillor David Yarrow (Vice-Chairman)

Councillor Lynne Allen

Councillor Shirley Harper-O'Neill

Councillor Patricia Jackson

Councillor Kuldeep Lakhmana

Councillor Carol Melvin

Councillor David Payne

Officer support: Steven Maiden, Democratic Services

The Committee is responsible for the policy overview role for a diverse range of universal Council services provided mainly by the Residents Services Directorate. These services include libraries, leisure facilities, community safety, highways, planning, waste management, trading standards and others central to residents' quality of life.

In identifying a major review topic, the Committee noted that almost every area of its remit had been covered in its recent reviews in one form or another. Although there were many gaps for further investigation within these areas, the Committee did identify one notable exception to this impressive coverage: the use of water both by the Council itself and by those over whom it has influence.

Major Review: Using Our Water: Improving Efficiency and Developing Long-Term Strategies

Hillingdon is located within the most water-stressed area of the country in which, despite a finite water resource, a growing population is consuming an above-average amount of water. Such a trend has obvious implications on the local environment and emphasises the importance of considering water efficiency in the Council role as a local planning authority and, more generally, as an influential organisation within the Borough.

It was with these key environmental factors in mind that the Committee decided to undertake a review that would cover a wide range of the Council's water-using operations as well as the policies that it applied through the planning function. The intention from the outset was to explore these themes in order to make a positive impact on the Borough's environment and, as a result of proposing water-saving measures, to deliver financial efficiencies in the medium to long terms.

Consequently, the primary achievement of this review was the development of recommendations that reduced the Council's consumption of water across its corporate estate and green spaces. By extension of that, the Committee also proposed measures to improve the water efficiency of those organisations on which the Council has influence through its role as a local planning authority. This would help to bring Hillingdon more in line with the London average for domestic water use as the area was above the average usage for the capital and significantly above the national average.

To achieve these improvements, recommendations were put forward by the Committee in the following areas:

1. Change of Practice - exploring how the Council might better use existing networks (including Thames Water, the Environment Agency, local leisure centres etc.) to improve water-saving practices.
2. Change of Technologies - exploring how the Council could use technologies such as smart metres, boreholes and sophisticated billing to use its water more efficiently.
3. Change of Policies - exploring the policies that the Council currently applies through its planning function and how these might be improved and applied more widely.

Subsequent to the drafting of the report and as part of pre-existing work, officers determined that it would not be expedient to implement a borehole as proposed in the report. This decision was informed by a recent agreement with Affinity Water to improve the mains water pressure available at the proposed site which constituted a cheaper and more efficient option than a borehole. However, all other recommendations were accepted by Cabinet and will be monitored in line with the Committee's annual work programme.



Social Services, Housing & Public Health



Councillor Judith Cooper (Chairman)

Other Members of the Committee 2013/14:

Councillor Peter Kemp (Vice-Chairman)

Councillor Patricia Jackson

Councillor John Major

Councillor David Benson

Councillor Sukhpal Brar

Councillor Wayne Bridges

Councillor June Nelson

Officer support: Charles Francis, Democratic Services

The Social Services, Health & Housing Policy Overview Committee is responsible for undertaking the policy overview role in relation to the Council's Adult Social Care, Public Health and Housing responsibilities. In addition to monitoring performance, considering the Local Account and receiving several overview reports on Public Health, the Committee has also completed two major reviews during 2013/2014.

Major Review: The Causes of Tenancy Failure and How It Can Be Prevented

One of the main pieces of work undertaken by the Committee over the last 12 months was a review into the causes of tenancy failure and how it could be prevented. With the sharp escalation of house prices especially in London, more and more families have been driven towards tenancies within the private rented sector. The objective of the review was to examine how, why and when tenancies fail, what was currently being done to prevent failure and investigate what more could be done.

The review highlighted that there were several factors which could help to reduce the risk of tenancy failure and improve outcomes for residents. These included:

- The adoption of an effectively targeted risk-based approach;
- The implementation of cost-effective early intervention strategies;
- Further work to embed interdepartmental working across Council teams, placing tenants and residents at the heart of service delivery; and
- Working with other agencies in the lettings market to develop a consistent approach with a coherent message for tenants and residents about rights and responsibilities.

In order to improve tenancy sustainment in the Borough, and in particular help reduce the social and financial costs associated with tenancy failure, the Committee agreed there was scope to:

- Undertake a review of the existing information, advice and guidance; and
- Explore what might be done through both traditional and digital communications to advertise and make guidance universally accessible.

Finally, the review touched upon the value of developing a pro-forma with all those agencies involved with supporting tenancy sustainment so that this could be used as a tool to monitor outcomes.

The Committee acknowledged that this was a difficult task, given the Council's dual role to address homelessness and its duty as a landlord, but agreed there was plenty of scope to build upon its initial work in a possible future review.

The Committee's recommendations were subsequently supported and agreed by the Cabinet.

Major Review: Review of Adult Community Mental Health Services: Update on 2012/13 Review

The Committee's second major review this year was to review and assess the progress which had been made on the Committee's 2012/13 review of Adult Community Mental Health Services, previously endorsed by Cabinet.

The aim of the original review was to make a series of recommendations to improve the service for service users and carers and enhance partnership working. The report has concluded that further work was needed on: crisis intervention; dementia; improved GP and primary care services; housing and supported housing re-provision; and preventative services.

Reviewing the resultant Action Plan, the Committee was encouraged to learn that most of its recommendations had either been actioned or were being actively pursued. The Committee also welcomed that its report was informing the Mental Health Needs Assessment which was currently being conducted by Public Health. To monitor the progress which was underway, officers proposed that the 2014/15 Committee be provided with a position statement in relation to Adult Community Mental Health Services in the autumn.



Executive Scrutiny



Councillor Henry Higgins (Chairman)

Other Members of the Committee 2013/14:

Councillor John Riley (Vice-Chairman)

Councillor Wayne Bridges

Councillor Brian Crowe

Councillor Peter Curling

Councillor Paul Harmsworth

Mr Anthony Little - Roman Catholic Diocesan

representative (*on education related matters only*)

Officer support: Mark Braddock, Democratic Services

The Executive Scrutiny Committee's role is to scrutinise decisions that have been taken by the Executive but have not yet been implemented. This is known as the 'call-in' power. If the Executive Scrutiny Committee considers any of these decisions to be deficient, they may refer the decision back to the Cabinet or individual decision-maker for further consideration. The Committee use a set of criteria to guide them in this process.

The Committee meets immediately after the conclusion of a meeting of Cabinet to enable Members to review the decisions taken at the Cabinet meeting and give consideration to the potential for call-ins of items.

On areas where Members request further information or clarification, officers will be asked to provide a response to the Committee queries by midday on the following Monday following the Cabinet and this Committee meetings. If the Committee is still concerned about the issue, then it may refer the decision back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns.

In the Council year 2013/14 the Committee requested further information on a number of Cabinet reports. However, the Committee did not "call-in" any Cabinet decisions.



External Services Scrutiny



Councillor Mary O'Connor (Chairman)

Other Members of the Committee 2013/14:

Councillor Dominic Gilham (Vice Chairman)

Councillor Josephine Barrett

Councillor Shirley Harper-O'Neill

Councillor Phoday Jarjussey

Councillor Judy Kelly

Councillor Peter Kemp

Councillor John Major

Officer support: Nikki O'Halloran, Democratic Services

The External Services Scrutiny Committee has a broad remit to scrutinise all non-Hillingdon Council organisations whose actions affect Hillingdon residents. This Committee also undertakes the health scrutiny role as required by the Health & Social Care Act 2001 and acts as the *Crime and Disorder Committee* as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

As well as undertaking single meeting reviews (in relation to community cohesion, utility services and the Safer Hillingdon Partnership), and monitoring the performance of the local NHS Trusts (with a view to providing evidence to the CQC), the Committee has also completed two major reviews during 2013/2014.

Major Review: Stigma

One of the main pieces of work undertaken by the Committee over the last 12 months was a review into the mental and physical effects of stigma. The effect that stigma has on those who are stigmatised (as well as on their family and friends) is sometimes perpetuated by the media and can be incredibly harmful. It can put additional pressure on one's mental health and, in doing so, it greatly impacts on one's physical wellbeing.

The review has highlighted a number of areas for improvement and it is hoped that progress will be made over the coming months that will have a positive impact on our residents and staff. One of the effects of stigma is stress and stress related illness was the highest recorded cause of sickness absence at the Council during 2012/2013. A number of support services have been put in place (or are planned) for Council staff to try to get them well and back to work as quickly as possible.

To help raise awareness of stigma and the impact that it can have, the Council will be working with the local primary schools to ask that they include awareness raising of stigma and its effects as part of Personal, Social and Health Education (PSHE) and

Citizenship lessons. Similarly, officers are also looking to raise awareness of stigma by attending a range of community wellbeing events taking place across the Borough.

As well as the mental health first aid training that has been organised for frontline Council employees, the Council is also working with Hillingdon Mind to look at the provision of training for frontline staff on mental health related issues as part of a wider training programme.

The Committee's review on Stigma and its recommendations were supported and agreed by the Cabinet.

Major Review: Anti Social Behaviour

The Committee's second major piece of work this year was the review it commissioned on anti-social behaviour. A Working Group, chaired by Councillor Dominic Gilham, was set up to look at the way in which the Council works with its partners to deal with anti social behaviour and sought to build upon work currently undertaken by the Council and partner agencies in relation to anti social behaviour with a view to improving the outcomes for our residents.

Following this review, a range of improvements are planned which include the development of a questionnaire to identify vulnerable residents (which will complement the one already used by the Metropolitan Police Service). It is anticipated that this will enable additional support to be targeted at those most in need and could possibly be rolled out to other front line Council services.

Other planned improvements include the redesign of the electronic training package for officers, the introduction of new portable technology and the extension of the ASB survey to include more Council tenants. It is anticipated that these changes will help to improve the responsiveness of the Council and therefore improve the outcomes for residents.

The Committee's review on this and its recommendations were supported and agreed by the Cabinet.

Diabetes

Towards the end of the 2012/2013 municipal year, the Committee undertook a major review into diabetes which coincided with the transfer of public health responsibilities to local authorities in April 2013. It is anticipated that the resultant report and recommendations will be passed to the relevant Cabinet Member and could possibly form the basis of a future review into the links between childhood obesity and diabetes.



Policy Overview & Scrutiny Reviews from 2004 to 2014

Details of all Policy Overview and Scrutiny Reviews undertaken over the last 10 years by the London Borough of Hillingdon. Copies of reviews are available on the Council's website or on request from Democratic Services.

2013/14

- Stigma: The Effect on Residents' Mental and Physical Health in the Borough
- Review of Anti Social Behaviour Partnership Working in the Borough
- Review of Adult Community Mental Health Services: Update on 2012/13 Review
- The Causes Of Tenancy Failure and How It Can Be Prevented
- Using Our Water: Improving Efficiency and Developing Long-Term Strategies
- Improving Outcomes for Care Leavers Not in Education, Employment or Training
- Strengthening the Council's Role as a Corporate Parent
- Reducing Our Carbon Footprint
- Crime Prevention Resources

2012/13

- Community Cohesion and the accessing of Council services
- Crime Prevention Resources provided for Hillingdon Police by London Borough of Hillingdon and the free Older Peoples Burglar Alarms Scheme
- Leaving Care Grant
- Safeguarding of Children that go Missing
- Access to Education for Hillingdon's Vulnerable Children and Young People
- Review of the Regulations and Byelaws relating to Cemeteries and Burial Grounds within Hillingdon
- Review of local pest control services and the impact of waste management processes on them
- Review of Adult Community Mental Health Services
- Special Constables
- Diabetes

2011/12

- Effectiveness of the Audit Committee and its Terms of Reference
- Operation and Function of Hillingdon First Card
- Elective Home Education
- Adoption & Permanency
- The Review of Mobile Technology and Telecommunications Equipment in Hillingdon Borough and beyond
- Personalisation and Disabilities with Reference to Transition
- Population Flows and the Impact on Housing Services in Hillingdon
- Re-Offending
- Dementia

2010/11

- Census 2011 – To look at how this Council can contribute to improving the Population data for the Borough
- Personal Safety of Members of the Council when meeting with members of the public
- The Hillingdon Khat Review
- Review of Hillingdon's Town Twinning Relationships
- Review of 14-19 Education & Training
- To examine the use of Assistive Technology by Adult Social Care to Support Independent Living
- Hillingdon Centre for Independent Living (Looking at Efficiencies, Services & Fully Costed Options)
- Health Inequalities – Effect of Overcrowding on Educational Attainment and Children's Development
- Children's Self Harm

2009/10

- Impact of a Pandemic in Hillingdon and the Effects on Council Services
- The Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and how the Council could improve Business to Business Support with the Borough's Industrial Estates
- Reviewing whether current arrangements and future plans to support inclusive practice in Hillingdon schools are effective
- Reviewing current arrangements and future plans for safeguarding children at Heathrow Airport as a port of entry
- A Review of Street Lighting
- A Review of Planning Enforcement ('Homes' in back gardens)
- A Review of Counterfeit Cosmetics and Illegally Imported Foods
- The Transformation Agenda and Direct Payments in Hillingdon
- The Hillingdon Centre for Independent Living
- Parent Abuse – Children & Young People Who Abuse Their Parents & Carers

2008/9

- CCTV Strategy
- Heritage in Hillingdon
- Safeguarding Adults
- Developing the 14 – 19 education provision
- Developing the Short Breaks Provision
- Wireless town centre in Hillingdon
- Child to adult mental health service
- The nature and role of the private rented sector in Hillingdon

2007/8

- Review of highways maintenance
- Community engagement

- Cleanliness of the environment
- Establishing children's trust agreements
- Review of Meeting the Needs of Troubled Young People
- Community cohesion
- Review of Voluntary sector grants
- Review of customer involvement
- Update on the review of Council's support to carers
- Development of a customer focus strategy for Council

2006/7

- Anti-social behaviour strategy
- Hillingdon's strategy for a sustainable economy
- Hillingdon's approach to meeting special educational needs
- Safer Neighbourhoods Team
- The Council's property and estates waste reduction and recycling
- Establishing a Domestic Violence Court
- Hillingdon Independent Living Centre
- Housing support for vulnerable people
- Members' information needs concerning decision-making
- Members' role in Audit
- Transition from primary to secondary schools
- Widening the scope of the Education Service: Hillingdon's approach

2005/6

- Council's housing strategy
- Frontline service delivery
- Impact of Heathrow Airport on the Hillingdon Health and Social Care Economy
- Local strategic partnership – Hillingdon Partners
- Progression from Primary to Secondary school
- Sport & physical education strategy
- Customer Access (complaints)
- Hillingdon Homes' performance
- Information given to residents about Council Tax
- Planning Performance – continuous improvement
- Road safety
- Wider participation in Overview & Scrutiny

2004/5

- Anti-social behaviour
- Business continuity
- Health promotion in Hillingdon
- Recruitment in Hillingdon
- Recruitment and retention in Education Services
- Review of the National Service framework for Older People in Hillingdon
- Budget planning process
- Choice based lettings
- Local development framework

- Regeneration and economic development strategy
- Supporting people
- Town centre partnerships