

Policy Overview & Scrutiny in Hillingdon

Annual Report 2011/12



Supported by Democratic Services



HILLINGDON
LONDON

www.hillingdon.gov.uk

Introduction

This report sets out the work and achievements of Hillingdon's Policy Overview & Scrutiny Committees during the 2011/12 Municipal year.

Policy Overview

In Hillingdon, Policy Overview Committees (POCs) are responsible for policy overview and the monitoring of a specific range of Council services. The Council has the following four POCs:-

- Corporate Services & Partnerships
- Education & Children's Services
- Residents' & Environmental Services
- Social Services, Health & Housing

Each Policy Overview Committee undertakes this role through a series of activities.

A central role of the Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including officers from other councils and non-council organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. POCs therefore perform a vital role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate in the formulation of Council policy. Further information on the reviews undertaken this year, including key outcomes, is presented later in the report. Appendix A shows the reviews undertaken since 2003 and Appendix B outlines the criteria used for selecting review topics.

Policy Overview Committees can also request further information in response to a particular concern. POCs therefore play a central role in ensuring that the Council's Cabinet and officers are providing high quality, value-for-money services.

Policy Overview Committees also comment on reports coming before Cabinet for decision. POCs can use the expertise gained through their in-depth reviews to advise Cabinet on the issues being considered. In addition, each POC subjects the annual budget proposals for its relevant Council services to scrutinise before Cabinet decides on its recommendations to Council.

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.

Executive Scrutiny

The Executive Scrutiny Committee is responsible for the post executive-decision scrutiny role. Its primary role is to closely examine key decisions taken by Cabinet, individual Cabinet Members and officers before they have been implemented. The Executive Scrutiny Committee meets immediately after the Cabinet meeting, and a majority of the Committee can 'call-in' a decision and, if not satisfied with the further information provided to them, ask the Cabinet or Cabinet Member to reconsider it.

External Services Scrutiny

The External Services Scrutiny Committee is responsible for scrutinising services provided by non-Council organisations in the Borough, in the public, private and voluntary sectors. The Committee is responsible for identifying areas of concern to the community and instigating an appropriate review process. It is able to scrutinise any non-Hillingdon Council organisation whose actions impact on Hillingdon residents.

The Committee holds the health scrutiny role conferred by the Health & Social Care Act 2001, which requires senior managers of local NHS Trusts (including Hillingdon Hospital and Hillingdon Primary Care Trust) to attend the Committee and answer questions if required by Councillors. Local NHS Trusts must also consult the Committee about proposed significant changes to local services. The Committee's remit to scrutinise a wide range of organisations has been strengthened through the Local Government and Public Involvement in Health Act 2007 by extending its statutory powers to require local organisation to attend.

The Committee acts as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carries out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.

Corporate Services & Partnerships Policy Overview Committee



Councillor Richard Lewis (Chairman)

Other Members of the Committee:

Councillor Michael White (Vice-Chairman)

Councillor Beulah East

Councillor Neil Fyfe

Councillor Raymond Graham

Councillor Shirley Harper-O'Neill

Councillor Richard Mills

Councillor Robin Sansarpuri

Officer support by Khalid Ahmed, Democratic Services

The Committee is chaired by Councillor Richard Lewis and is responsible for the policy overview role for a broad array of Council services provided by the Council's Central Services. These are primarily strategic policy and internal functions such as finance, property, personnel, democratic services, legal services, ICT, economic development, as well as equalities and diversity.

The Effectiveness of the Audit Committee and its Terms of Reference

The Audit Committee was first established at the Annual Council meeting on 18 May 2006. The Council asked that the Corporate Services & Partnerships Policy Overview Committee (POC) look at the proposed terms of reference of the Audit Committee. To this end, the Committee undertook a review in 2006/7 looking at the Role of Members in Audit and suggesting Terms of Reference of the Audit Committee, which were agreed by both Cabinet and Council (January 2007).

On 21 July 2011 the Corporate Services & Partnerships Policy Overview Committee began its follow-up review to assess the Audit Committee's effectiveness and its Terms of Reference and in particular, the independent assurance it provided on the Council's risk management framework and associated internal control environment. In addition it looked at how effective it was in relation to governance, financial reporting and audit issues.

The review was timely in view of recent proposals launched and consultation undertaken by the Department for Communities and Local Government (DCLG) on the future of local public audit. With this proposal and the recent announcement of the abolition of the Audit Commission, the Government wished to refocus the audit of public bodies and give local people the power to hold local public bodies to account for local spending decisions.

The Government's proposals are for a new audit framework which would be designed to be more closely aligned with the statutory arrangements, professional ethical and technical standards that currently apply to the private sector.

The recommendations of the review were welcomed by Cabinet at its meeting on 26 April 2012 and the proposals which were mainly constitutional, would be further considered by the Leader of the Council and Cabinet Member for Finance, Property & Business Services, and then submitted to a future Council meeting, where appropriate.

Witnesses for the Review:

- Helen Taylor, Head of Audit & Enforcement, LBH
- John Morley, Independent Chairman of LBH's Audit Committee
- Jonathan Gooding, Senior Audit Manager for the Council from Deloitte
- Councillor George Cooper, experienced Member of LBH's Audit Committee
- Ian Luder, Independent Member of the Royal Borough of Kensington & Chelsea's Audit Committee and Vice-Chairman of the City of London's Audit and Risk Management Committee.

Operation and Function of the Hillingdon First Card

The Hillingdon First residents' card was launched in June 2009 and the card gives residents of the Borough preferential rates for Council parking and leisure facilities, access to libraries and the Council's Civic Amenity sites and offers discounts in local participating businesses.

From December 2009 to February 2010 a survey of residents was carried out which looked at how residents used the card and what they liked and did not like about the scheme. The findings of the survey were that overall residents liked the Hillingdon First Card, with the Council being praised for listening and looking after residents. However there were comments that there were not enough businesses involved in the scheme.

With this in mind, the aim of the review was to look at the operation and function of the Hillingdon First Card and to look at other possible enhancements / additions to the successful card which could be implemented at no extra cost to the Council. Under the present economic climate it was beneficial to explore any possible measures which could be introduced with the Hillingdon First Card which could provide extra help to both residents and to local businesses during these difficult times.

The recommendations of the review centre on a re- promotion of the benefits of the Card to residents and attempting to involve more businesses in the scheme. The review's final report will be considered by Cabinet in June 2012.

Witnesses for the Review:

- Darryl Wallace, ICT Strategist – ICT, Highways and Business Services, LBH
 - Ozan Hassan, Customer Focus Project Officer, LBH
 - Emma Hallett, Marketing Consultant – Drek Associates
 - David Holdstock, Head of Corporate Communications, LBH
 - Mike Langan, Chairman of Hillingdon Chamber of Commerce
-

Other work

The Committee has also considered the following:

- § In-depth scrutiny of Central Services budget proposals for 2012/13 and coordination of responses from all the Policy Overview Committees to Cabinet.
 - § Consideration of the proposals for Voluntary Sector grants prior to submission to Cabinet.
 - § An update on the work of the Corporate Procurement Team.
 - § Actions taken as a result of power cuts which had occurred in the Civic Centre and the resultant generator testing.
 - § The work of the Planning Enforcement Team in relation to the duties of the Head of Audit & Enforcement.
 - § Report back on the implementation of past Committee reviews.
-

Education & Children's Services Policy Overview Committee



Cllr Catherine Dann (Chairman)

Other Members of the Committee:

Councillor Judith Cooper (Vice-Chairman)
Councillor David Benson
Councillor John Hensley
Councillor John Riley
Councillor Susan O'Brien
Councillor Peter Curling
Councillor Lindsay Bliss

Representative Members for Education issues:

Anthony Little, Roman Catholic representative
Church of England representative vacant

Officer support by Gill Brice, Democratic Services

The Committee is chaired by Councillor Catherine Dann and is responsible for the policy overview role in relation to education, schools, the early year's service, the youth service, and social care services for children and young people.

The Committee had been particularly hard working and has worked on two reviews this Municipal Year.

Elective Home Education

Parents are required by law to ensure their children of a school age receive an appropriate full time education. In most instances this is achieved by registering their child with a school, however, some parents choose to educate their child at home. This is commonly known as Elective Home Education (EHE). Hillingdon currently have 93 children that are being home educated.

The Council has an existing EHE Policy which requires further consideration and this review provided an opportunity for Members to look at in more detail the existing policy and to recommend an updated version. Some parents of EHE children have expressed some concern regarding unannounced ad-hoc 'safeguarding' visits to the homes of EHE children by Council officers. The review looked at introducing a balanced approach to both safeguarding responsibilities of the local authority, and the rights of parents to home educate their children.

After the witness sessions, a draft of the EHE policy was sent out to consultation to the EHE community, and subject to the outcome of this consultation, the recommendations of the review and policy will be submitted to Cabinet next municipal year.

The Cabinet Member for Education & Children's Services has also been fully engaged in this process.

Witnesses for Review:

Jane Lowe - Home Education Advisory Service
EHE – Parents - Michelle Connolly, Theresa Deng, Zoe Harland, Patrick Ansah, Two young people that had been home educated.

Adoption & Permanency

The Council has a statutory duty to provide Adoption and Adoption Support Services. There are also duties in respect of other legislation.

This statutory framework is under review by the Government with an Expert Working Group chaired by Martin Narey, their Advisor on Adoption. The group has submitted an interim report and Government have issued an Action Plan giving indications of planned changes in the statutory and regulatory framework. In Hillingdon, Members wished to conduct a review against this national picture. This review was conducted against that backdrop and sought to establish what Hillingdon's issues are in relation to providing stable permanent homes as an outcome for children who are Looked After in the Borough.

The review sought to provide a spread of witnesses who established the national picture, history and background of adoption, looking at Hillingdon's performance in contrast to the average performance in England and the rest of West London. This was followed by an examination of the process of adoption in Hillingdon to try to establish the strengths and weaknesses in order to make proposals to ensure that children are found families appropriately, without undue or unnecessary delay and that these homes provide safety and stability throughout childhood and beyond.

The recommendations of the review will be submitted to Cabinet in the next municipal year.

Witnesses for Review:

- David Fry, Service Manager for Children's Resources in SCHH, Children & Families, LBH
- Roy Stewart, a nationally accredited expert in Adoption & Permanence
- Three Adopters
- Usha Sharma, Independent Adoption Panel Chairman
- Stefan Szulc, Legal Adviser to Adoption Panel, LBH

Other Work

The Committee has also considered the following:

- Schools Admission Update - The Committee received an update on the allocation of school places in the Borough and the provision being made to accommodate
-

increased pupil numbers. The Committee was provided with information on the initial allocation of places and given details of the processes in place. The Committee was also informed of the proposals for the first phase of permanent expansions of schools in the Borough.

- In-depth scrutiny of budget proposals for Education & Children's Services for 2012/13.
 - Previous Review Updates - The Committee was provided with updates on the implementation of previous recommendations made by the Committee. These were in relation to Development of Short Breaks and Inclusion Strategy.
 - The Committee received a Quarterly Children's Social Care Audit Update.
 - The Committee received the Annual Report of the London Safeguarding Children's Board (LSCB) which is a statutory multi agency body established with the overall aim of monitoring, overseeing, supporting and challenging the work of all agencies with regard to their responsibilities to safeguard and protect children. The report commented on the effectiveness of local arrangements to safeguard children.
 - Standard & Quality in Education - The Committee received information on the attainment and progress of standards of education within Borough schools and informed of the Ofsted inspection outcomes.
 - Update on Looked After Children.
 - Update on Funding for the Youth Service previously provided by Connexions
 - Corporate Parenting Annual Report - The Committee received a summary of the work for Looked After Children and Care Leavers in Hillingdon and how as corporate parents, Hillingdon has discharged its responsibilities, supported the work to improve outcomes for children and initiated significant developments.
 - The Committee commented on the Hillingdon Child and Families Plan (HCFP). The aim of the Plan (HCFP) was to outline the vision that the partnership has for vulnerable children, young people and their families in Hillingdon. It identifies the joint priorities based on the Sustainable Communities Strategy that the Trust Board will commit to undertake, in partnership over the next 3 years (2011-14) to improve outcomes for children and young people.
-

Residents' & Environmental Services Policy Overview Committee



Councillor Michael Markham (Chairman)

Other Members of the Committee:

Councillor Susan O'Brien (Vice-Chairman)
Councillor Jazz Dhillon
Councillor Judy Kelly
Councillor Shirley Harper-O'Neil
Councillor June Nelson
Councillor David Payne
Councillor David Yarrow

Officer support by Natasha Dogra and Nadia Williams, Democratic Services

The Committee is chaired by Councillor Michael Markham and is responsible for the policy overview role for a diverse range of Council services provided mainly by the Planning, Environment, Education and Community Services Group. These services include libraries, leisure facilities, community safety, highways, planning, waste management, trading standards and others central to residents' quality of life. The Committee has had a busy and successful year and has undertaken one major review.

The Review of Mobile Technology and Telecommunications Equipment in Hillingdon Borough and beyond

This major review by the Residents' and Environmental Services Policy Overview Committee into Mitigating the Environmental Effects of Telecommunication Masts and Cabinets in the London Borough of Hillingdon and beyond, has been one of the most extensive carried out and has generated much interest locally, regionally and nationally. It appears to be the first to take an impartial and pragmatic approach to a national and international problem. Over sixty individuals and organisations were consulted during the review ranging from Mobile Operators Association, Utilities companies such as BT, National Rail and local authorities nationwide.

The Committee uncovered the environmental problems telecommunications equipment posed to Hillingdon and, indeed, throughout the UK and how the problems could be dealt with before they spread further. For this reason, the Committee believed the review to be well-timed and of great significance to the residents of the Borough. The Committee found that there were a number of actions that could be undertaken by the London Borough of Hillingdon, other UK local authorities, as well as regional and national Government and by telephone operators themselves, that would do a great deal to mitigate the environmental effects of mobile and broadband technology.

The evidence gathered from various organisations formed the basis of the Committee's final report and the recommendations were endorsed by Cabinet on 26 April 2012.

Witnesses for Review:

- § T Mobile UK
- § Orange
- § Vodaphone
- § 3
- § O2
- § Mobile Operators Association
- § Apple
- § BT
- § Virgin Mobile
- § Ofcom
- § Brunel University
- § London School of Economics
- § London Borough of Hillingdon ICT Service
- § London Borough of Hillingdon Arts Service
- § Birmingham City Council
- § East Lincolnshire Council
- § Haringey Council
- § Greater London Authority
- § European Union: Council for Communications
- § London Borough of Hillingdon Local Development Framework team
- § The Phone Mast Company
- § Mobile Broadband Networks Limited
- § Chairman of Hillingdon Planning Committees
- § Residents' Associations
- § London Borough of Hillingdon Corporate Property and Construction service
- § Institute of Engineering and Technology
- § Centre for Public Scrutiny
- § Hillingdon Alliance of Residents' Associations
- § Northwood Residents' Association
- § Eastcote Residents' Association
- § Eastcote Conservation Panel
- § Northwood Hills Residents' Association
- § Ruislip Residents' Association
- § Hillingdon Council of Leaseholders
- § European Union Council for Communications
- § Greater London Authority
- § Imperial University London
- § Sony UK
- § Panasonic
- § Airwave Solutions Ltd

Other work

Last year the Committee undertook an extensive review into the legal high khat and the problems it posed to the London Borough of Hillingdon and beyond. Following the adoption of the review recommendations as Council policy, the review was sent to the Home Office who requested that the Advisory Council on the Misuse of Drugs take the

report into consideration when reviewing khat later this year. On 12 January 2012 the Hillingdon Khat Report was commended in a House of Commons debate, and there has been continuous interest in the report. The Council published the report in Arabic to ensure a widespread audience had access to the information contained within the report. The Chairman and Lead Officer of the review were recently interviewed by the Mail on Sunday who were writing an article about Khat for their Live magazine. Furthermore, the Committee was approached about a possible documentary video about the legal high and the work done to solve the issues posed by khat.

The Committee carried out an in-depth scrutiny of budget proposals for 2012/13 relating to the Council's Planning, Environment, Education and Community Services Group, and provided comments on these proposals to Cabinet.

Social Services, Health and Housing Policy Overview Committee



Councillor Judith Cooper (Chairman)

Other Members of the Committee:

Councillor Peter Kemp (Vice-Chairman)
Councillor Patricia Jackson
Councillor John Major
Councillor David Benson
Councillor Sukhpal Brar
Councillor Wayne Bridges
Councillor Kuldeep Lakhmana

Officer support by Charles Francis, Democratic Services

The Social Services, Health & Housing Policy Overview Committee is chaired by Councillor Judith Cooper and is responsible for undertaking the policy overview role in relation to the Council's Adult Social Care, Health and Housing Group. It is also responsible for reviewing the work of Healthy Hillingdon and other health promotion work undertaken by the Council.

Personalisation and Disabilities with Reference to Transition

The Personalisation and Disabilities with Reference to Transition review sought to assess the progress which had been made since the 2009/10 review and to focus on ways of enhancing the customer journey for those service users with a disability and undergoing transition. The Committee heard from Council officers, users and carers, as well as from the *Look Ahead – an organisation providing specialist care and support services*.

The Committee made a series of recommendations that aimed to build upon Hillingdon's approach to provide self directed support and meet the strong Government expectation on all Local Authorities to provide more personalised services. Self directed support is already making a positive difference to people's lives as well as having a significant impact on the delivery of all elements of social care and beyond. Enhancing the delivery of self directed support will enable Hillingdon's social care customers to make informed life choices and choose the best package of support options for them.

This review made a number of positive recommendations which were endorsed by Cabinet on 26 April 2012.

Witnesses for Review:

- Linda Sanders, Corporate Director of Social Services, Health and Housing, LBH
 - Neil Stubbings, Deputy Director of Social Services, Health and Housing, LBH
 - Helen Taylor, Head of Audit and Enforcement, LBH
 - Gill Vickers, Interim Head of Transformation (out going), LBH
-

- Helen Miller, Interim Head of Transformation (in coming), LBH
- Sharon Townsend, Head of Disability and Mental Health Services, LBH
- Gary Collier, Commissioning Service Manager, LBH
- Jody Hawley, Customer Engagement Manager, LBH
- Chris Hampson, Look Ahead, Executive Director of Strategy, Performance and Operations
- Colum Friel, Look Ahead, Head of Operations Mental Health Services
- Ceri Sheppard, Look Ahead, Transformation Manager
- Angela Wegener, Chief Officer, DASH
- Claire Thomas, Chief Executive, Hillingdon Carers
- Witness A, a service user and their carer
- Witness B, a service user and their carer
- Witness C, a carer

Population Flows and the Impact on Housing Services in Hillingdon

The Committee's second review sought to examine population flows and its impact on housing supply and housing demand in Hillingdon. The review aimed to inform the development of the Tenancy Strategy which is due to be published at the start of 2013 as a requirement of the Localism Act.

The Committee heard that recent changes to the housing benefits regime had resulted in the possible need for families to move to cheaper alternative properties for families across London. Although this is expected, the evidence has so far not been seen.

In addition to this fluidity, in year applications for school places had highlighted significant population flows within the London Borough of Hillingdon. This fluctuation in school numbers is separate from the demographic information used by the Local Authority to identify future requirements for school places.

These expected changes and numerical changes have prompted the Committee to ask a number of searching questions and based on its initial work, the Committee hopes to continue its investigations in the new Council year.

At this early stage, the Committee will be writing to the Cabinet Member with its preliminary findings, setting out those areas for further work where it feels the Committee can make a significant impact.

Witnesses for the Review:

- Nigel Minto, Head of Housing and Planning, London Councils
 - John Wheatley, Senior Policy Officer, Central Services, LBH
 - Neil Stubbings, Deputy Director, Social Care, Health and Housing, LBH
 - April Southern, Housing Benefits Manager, LBH
 - Emma Humphrey, Housing Needs Manager, LBH
 - Anna Crispin, Chief Education Officer, LBH
-

Other Work

The Committee has also considered the following:

- In-depth scrutiny of Adult Social Care, Health & Housing services budget proposals for 2012/13.
 - The Future Aims and Challenges for Adult Social Care, Health & Housing.
 - An update on previous review recommendations.
 - Annual Complaints Report for Adult Social Care, Health & Housing.
 - The Local Account.
 - Various Forward Plan Items.
-

Executive Scrutiny Committee



Councillor Edward Lavery (Chairman)

Other Members of the Committee:

Councillor John Riley (Vice-Chairman)

Councillor Brian Crowe

Councillor Mo Khursheed

Councillor Paul Harmsworth

Councillor Brian Stead

Vacancy – Church of England Diocesan Representative

Vacancy – Parent Governor Representative

Anthony Little - Roman Catholic Diocesan representative

Officer support by Khalid Ahmed, Democratic Services

Scrutinising Executive Decisions

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 2011/12 the Committee requested further information on a number of Cabinet reports. The Committee did not "call-in" any Cabinet decisions during this Municipal year.

External Services Scrutiny Committee



Councillor Michael White (Chairman)

Other Members of the Committee:

Councillor Bruce Baker (Vice-Chairman)

Councillor Josephine Barrett

Councillor Dominic Gilham

Councillor Phoday Jarjussey

Councillor Peter Kemp

Councillor John Major

Councillor John Morgan

Officer support by Nikki O'Halloran and Nav Johal, Democratic Services

The External Services Scrutiny Committee is chaired by Councillor Michael White and 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.

The Committee has again used its role to undertake a varied programme of work this year.

Progress of Hillingdon LINK

On 20 July 2011, the Committee held a witness session with representatives from Groundwork Thames Valley (GTV) and the Hillingdon LINK. GTV had taken over as the Host for the Hillingdon LINK contract 18 months previously. The LINK has made significant progress over the last year and has been involved in: the provision of support and assistance to the patients on Daniels Ward and their families; setting up in one of the units at the Pavilions Mall – this unit had been provided rent free to the LINK; the hospital discharge project; HESA Centre and Orchard GP Surgery projects; and Somali Community Survey.

The Committee has been advised that future LINK work will include: a review of the Well-Being Centre at Boots; provision of community equipment; and work towards the transition of the LINK into Health Watch.

With regard to publicity and advertising, it should be noted that the LINK does not have a large budget and its success is largely down to the dedication of staff and volunteers. The LINK communicates regularly with the Gazette and has received publicity in the Hillingdon People.

NHS 111 Update

On 20 July 2011, the Committee received an update from NHS Hillingdon on the NHS 111 service in Hillingdon which had been contracted to Harmoni. Research has shown

that the public find it difficult to access NHS services when they develop unexpected health care needs. The introduction of new services such as Walk In Centres and Urgent Care Centres have added to the complexity of the unscheduled health care system which means that many individuals are unclear about the services that are available to meet their needs and how these can be accessed (particularly outside normal working hours).

NHS 111 will not be a replacement for the NHS Direct service or the 999 service and will provide access to unscheduled non-urgent care. The service will be available 24 hours a day, 7 days a week, 365 days a year and will provide information about the services that are available at the time that the telephone call is made.

NHS 111 has already been piloted in County Durham and Darlington, Nottingham City, Lincolnshire and Luton and will now be rolled out in Hillingdon. A soft launch of the two year pilot in Hillingdon was due to take place on 25 October 2011 to ensure that any issues with the system were ironed out before the public launch in mid-November 2011. It was anticipated that the service would achieve pan-London coverage by 2013 but it is unclear whether it will ultimately be commissioned as a pan-London or local service.

It is anticipated that NHS 111 will reduce the number of non-emergency 999 calls, avoidable ambulance journeys and unnecessary hospital referrals. It will also improve access to unscheduled health care services by providing a simple, free to call, easy to remember three-digit number that is available all day, every day. Furthermore, the service will enable the commissioning of more effective healthcare services by: identifying those services that were under or over utilised; providing information about an individual's needs and the services that they were directed to; and increasing the understanding of the demand for each service.

Safe & Sustainable

On 20 July 2011, the Committee received an update from representatives of the London Specialised Commissioning Group and Royal Brompton and Harefield NHS Foundation Trust (RB&H). The update was in relation to the Safe and Sustainable review of children's congenital heart services in England that had been undertaken following requests from clinicians and parents for an improved service.

An independent panel of experts had reviewed all 11 centres in England that provided these services against various criteria and scored each of them accordingly. The Joint Committee of Primary Care Trusts (JCPCT) narrowed the options to its preferred four which were then assessed by weighted criteria. It was proposed that the number of centres providing children's congenital heart services be reduced from 11 to 6 or 7 (this would include a reduction from 3 to 2 centres in London). Currently, approximately 1,250 such surgeries were undertaken each year in the three London centres, which would mean that, in order to reach the number required; patients would need to be diverted from other areas.

During the consultation period, RB&H had raised concerns about the impact that the withdrawal of the service would have on other services provided by the Trust. As a result, a further independent review of the proposals was planned for 29 September

2011 to look at the impact on RB&H. It was anticipated that the findings would then be compiled for the JCPCT in November 2011 so that a decision could be made.

Healthwatch

On 11 January 2012, the Committee held a witness session with representatives from Policy & Performance LB Hillingdon, LINK and the PCT to update Committee on the progression of HealthWatch.

The Health and Social Care Bill remained in Committee in the Lords and would not receive Royal Assent until later in 2012 (April). The Department of Health announced on 3 January 2012 that the start date of local Healthwatch had been further put back to April 2013. The legal duty to establish Healthwatch is dependent upon passage of the Bill. It was understood that the Department for Health would issue some guidance in early 2012.

The local programme board has met twice and is starting to consider the following issues:

- The scope of the new Healthwatch, in particular the potentially new functions required on information advice and guidance and possibly advocacy - “what we want Healthwatch to do?”;
- The options relating to what a “body corporate” could mean - “what do we want Healthwatch to be?”; and
- Options for the commissioning and procurement route to meet rules and achieve the best outcome and value for money –“How do we get there?”

The budget constraints will be challenging. It is expected that new advice functions will attract around £97,000 in new money from the Government. The Council’s commissioning of LINKs will be delivered through Healthwatch from April 2013.

A Department for Health circular report on plans for NHS complaints advocacy or the Independent Complaints Advocacy Service (ICAS) discussed client centred support for people wishing to complain about treatment or care received under the NHS. The Bill proposed a requirement that local authorities commission this activity from Healthwatch or another third party. It is noted that LINKs does not deal with individual complaints.

Ambulance Services provision in Hillingdon

On 12 January 2012, the Committee met with a representative from the London Ambulance Service. The current provision in Hillingdon Borough is:

- 90 clinical staff, across 5 sites
- 1 Ambulance Operations Manager
- 2 Duty Station Officers
- 6 Clinical Team Leaders
- 9 Ambulances / 4 Fast Response Unit
- 6 Cycle responders, ambulance and FRU dedicated response for LHR

It was noted that, with regard to the work of the Ambulance Service in the Borough:

- 78.2% (11,377calls) of incidents in the year to date were reached within 8 minutes of the time the call was logged (Category A8 calls). This figure was 77.2% (9,876 calls) at the same time last year.
- 13% increase in volume of the most sick patients.
- Taking less patients to hospital and referring more to appropriate care pathways.
- Conveying appropriate patients into specialist hospitals Trauma, Hyper Acute Stroke Unit (HASU), Cardiac Cath Labs.
- 95% of all calls are answered within 5 seconds.

Work being undertaken by the Ambulance Service included:

- Closer working with Hillingdon Hospital around capacity. They have in the past been pressed with patients waiting, delays in handovers, etc.
- Mental Health Assessment Tool: Hillingdon Borough is going to be trialling this.
- Joint work with local Nursing Homes: At times it can be that the Ambulance Service is not the best person to go a nursing home, and take patients out of their environment and into a hospital. Increase utilisation of the Urgent Care Centre.

Clinical Quality Dashboard are Indicators of Performance, there are 35 Indicators of Performance, and 33 of these are currently live and under review. The number of falls referrals have increased considerably. In May 2011 the figure for the Borough was 14 referrals and in November 2011 it was 58.

Wheelchair Service Provision in Hillingdon

On 12 January 2012, the Committee met with representatives from Hillingdon Community Health gave a presentation on Hillingdon Wheelchair Service. The Hillingdon Wheelchair Services is located in Judge Heath Lane, Hayes. It is co-located with Hillingdon Centre for Independent Living (HCIL) and DASH Voluntary Organisation. The Wheelchair Service is managed by a Clinical Service Lead (Senior Occupational Therapist). The service is also responsible for providing Harrow service.

The Multidisciplinary Team consists of:

- Highly specialist Occupational Therapists & support staff
- Clinical seating specialist Therapists
- Rehab Engineering & Technical staff with specific skills in powered chairs & special seating
- Dedicated administrative team
- Links with Rehab / Paediatric consultants

The Service Description for Hillingdon Wheelchair Services is as follows:

- Short term loan Wheelchair Service – this is a fairly unique service offered and is well used in Hillingdon. It supports those that have short term illnesses, end of life care, and supports those on hospital discharge.
 - Wheelchair service - All age groups from 1 to 100+ years old, manual and indoor powered wheelchairs & buggies, basic & complex needs are catered for and for those with a range of difficulties.
 - Indoor / Outdoor Powered wheelchairs for clients who cannot walk or self propel (EPIOC) – This service was commissioned 3 years ago and is now carried out in-house.
-

- Special seating / made to measure seating / casting – This can include severe problems with posture for seating, and can be powered or manual seats.
- Voucher scheme – This is based on what is issued as an NHS options and needs to meet the needs of the service user. A steady number of people are going through this scheme.

The Committee was briefed on the waiting times for services users:

- Urgent Referral for Assessment – within 2 weeks
- Priority Referral for Assessment – within 4 weeks
- Routine Referral for Assessment – within 13 weeks
- Short term loans – within 2 days
- Standard delivery – within 7 days
- Non standard delivery – within 6 weeks
- Complex equipment – 12 weeks average

The Wheelchair Service is NHS funded and received roughly around £500,000 a year funding. The service has around 5000 service users and this is over the last 5 years. The demand by service users was now much more complex than previously and there were fewer straight forward referrals.

Provision of Health Services in the Borough

At its meeting on 26 October 2011, the Committee received updates from the local Trusts.

NHS Hillingdon

All 49 GP practices in the Borough had taken part in a two-phase ballot: the first phase had been in relation to the selection of Board members for the Hillingdon Clinical Commissioning Group (HCCG); and the second was to establish support for involvement in the HCCG. 100% of the GP practices stated that they wanted to participate in the HCCG.

Hillingdon has secured CCG Pathfinder status and the associated development funding, which equates to £2 per resident. This money has been used to support development of the consortium and for specific projects within the Hillingdon QIPP (Quality, Innovation, Productivity and Prevention) programme. GP practice sub groups have been set up across the Borough and will be involved in the implementation of the new care pathways.

The first phase of CCG delegated budgets (£127m) was secured in September 2011 and was divided between: prescribing (£32m); community services (£45m); outpatients (£45m); and direct access diagnostics (£5m). A lead GP has been identified for each of these performance areas.

With regard to the financial position of NHS Hillingdon, it should be noted that, if the savings programmes fail to achieve their targets, it is anticipated that there could be an overspend of up to £5m at the end of the year.

Responsibility for dentists has now passed to the North West London Cluster and from 2013 would be commissioned by the NHS Commissioning Board. Treatment rates in Hillingdon are above average for the whole of London, North West London and England and that general patient satisfaction is also higher than the national average. However, patient satisfaction with waiting times is lower than the England average but higher than the London average.

Central and North West London NHS Foundation Trust (CNWL)

CNWL had set up the Wellbeing Centre in the Boots store in Uxbridge. A range of organisations had been involved in the delivery of services at the Centre which included: fitness classes for the over 60s; smoking cessation sessions (PCT); drug and alcohol sessions (HAGAM); sexual health advice; mental health advice (MIND); and advice for carers (Rethink and Hillingdon Carers). The Centre had received 152 enquiries between May 2011 and August 2011. Consideration was being given to the redesign of some of the mental health services provided at the Centre with new sessions starting in January 2012.

By working with The Hillingdon Hospitals NHS Foundation Trust, CNWL had identified a problem in Hillingdon in relation to mental health discharge where 15-20% of beds were occupied by patients who should have been discharged. The Committee would receive an update at a future meeting. Further improvements would also be made to the out-of-hours service provided to mental health patients to address the confusion experienced in relation to the current service.

Royal Brompton and Harefield NHS Foundation Trust (RB&H)

In October 2011, RB&H had not yet heard from the judicial review in relation to whether or not the process used to establish the business case for the Safe and Sustainable review was flawed. It was noted that the outcome of the judicial review would not stop RB&H from wanting to retain paediatric cardiac services as their removal would impact severely on other services provided by the Trust.

The Hillingdon Hospitals NHS Foundation Trust (THH)

Hillingdon Hospital had been rated in the top/best quartile with regards to mortality figures. THH was working on a number of projects which included:

- enhanced recovery programmes for: hysterectomies, colon cancer, and hip and knee operations – this work had resulted in a reduction in recovery from a knee operation to approximately 4 days (previously 9-10 days) and recovery from an hip operation to 5-6 days;
 - going home project – this project was challenging as it involved a number of organisations working together to look at an individual's circumstances; and
 - reducing readmission rates – THH rates were currently higher than the national average and one of the highest in London, which was partly due to having one of the highest number of alcohol related attendances in the country. It was noted that a dedicated alcohol specialist nurse had been appointed by CNWL to work at Hillingdon Hospital A&E.
-

There has been a reduction in the number of individuals that are training to be doctors, nurses, midwives and physiotherapists. It is anticipated that the gap left by this reduction will be compensated for through an increase in the number of healthcare assistants. Although the effect will not be immediate, the impact will be minor and it will be more of a cultural challenge in relation to the way that services are delivered.

Difficult and challenging decisions will need to be made in relation to the services offered. However, the changes will not be about making staff work harder or making redundancies, but will be about looking at what services can be improved and which should no longer be undertaken. Any proposals for the cessation of any services will be brought to the Committee for comment.

Care Quality Commission (CQC)

The proposals in the Health and Social Care Bill would strengthen the role of the CQC. The advent of this new legislation would also remove the CQCs responsibility to periodically review NHS commissioning so that it can focus on the regulatory function. It was noted at the meeting that there would be a move towards the CQC undertaking shorter, more frequent and more targeted reviews. Other work being undertaken by the CQC included:

- the creation of the Healthwatch Working Group;
- joint working with MONITOR to look at licensing;
- working towards the completion of the NHS inspection programme by March 2012 – this was on target;
- the registration of dentists;
- the registration of the out-of-hours service provided by GPs; and
- a review and report on dignity and nutrition – a random sample of hospitals had been visited for this review. As the CQC had already recently visited Hillingdon Hospital and found that the Trust was compliant, it had not been visited as part of this review.

Hillingdon Community Health (HCH)

Specialist community dentistry services continue to be provided from the Health Centres in Uxbridge and Ickenham and focus on paediatrics, endodontics, periodontics and adult special needs. When these services were transferred to NHS Hillingdon from Hammersmith & Fulham PCT in 2007, the waiting times had decreased from 24 months to 4-10 months. These waiting times had been further reduced to around 2 months for most of the services with the exception of endodontics which had incurred an increase of 70% in the number of referrals received. However, despite this increase, the service was managing to maintain a waiting time of approximately 28 weeks.

In conjunction with NHS Hillingdon, HCH has appointed one full time equivalent post which is focussed on fluoride varnishing for 5-7 years olds. It is anticipated that, by the end of the year, every school in the Borough will have had a least one awareness raising session in relation to this issue.

Hillingdon LINK

It was noted at the October 2011 meeting that the GP surgery and HESA Centre in Hayes would become a social enterprise the following week and would enable new ways of working with integrated care. Representatives from the social enterprise would be invited to attend a future meeting of the Committee in about a year's time.

Although Hillingdon Hospital had maintained quality in the care that it provided, the LINK had concerns about the impact that the level of savings required would have on THH and the possibility that it could compromise services. It was suggested that this issue would put additional pressure on carers in the Borough.

A range of projects were underway in relation to discharge - integrated care would be key to the sustainability of discharge. However, more work needed to be undertaken to look at how organisations moved from silo behaviour to integrated care.

Social Care, Health and Housing

It was noted that the Hillingdon Health and Wellbeing Board was in the early stages of development, running as a shadow Board. One of the emerging priorities for the Health and Wellbeing Board was in relation to NHS and local authority integrated commissioning for community services (out of hospital care). It was noted that the £15k that had been provided by the Government for each local authority area would be used to develop the Hillingdon Health and Wellbeing Board.

Council staff were working to ensure all discharges were safe and supported and were focussing on better use of resources and a recovery/re-ablement model. This meant that Reablement Home Carers staff had been retrained to work even more closely with professionals such as occupational therapists and physiotherapists to get individuals back on their feet.

The Council had already invested in Telecareline and that this had resulted in an additional 530 residents receiving the service since April 2011. Hillingdon was leading the way with regard to the implementation of Telecareline London. This was the focus of a major POC review in 2011 by the Social Services, Health and Housing POC.

Closure of the Branch Surgery at Northwood Health Centre

The Practice Manager at The Mountwood Surgery and partner of The Mountwood Surgery attended an External Services meeting on 8 June 2011 to discuss with Members the proposal to close the branch surgery at Northwood Health Centre (NHC). It is noted that the majority of the 10,242 patients registered with the Surgery are attending the Mount Vernon Hospital site.

The main surgery has been moved from the NHC to the new Mountwood Surgery on the Mount Vernon Hospital site almost four years ago. A patient survey indicated that virtually all patients are happy with the new Mountwood Surgery which has facilities to

accommodate all staff and patients. Patients will still be able to retain access to community services for blood tests, etc at NHC.

The proposal will not see any reduction in the number of GPs. The consultation period ended on 31 July 2011 and the closure of the Branch Surgery was effective from the end of October 2011.

Consultant Led Community Ophthalmology Service

On 21 September 2011 the Committee was updated on the proposed Consultant Led Community Ophthalmology Service to be commissioned by NHS Hillingdon and the Hillingdon Clinical Commissioning Group (HCCG).

It is confirmed that this service is separate from any services provided at Hillingdon Hospital. The Community Service will deal with more minor eye conditions therefore easing capacity constraints on currently very busy services at Hillingdon.

Integrated Cancer Systems in London

On 21 September 2011, the Committee held met with a representative of the London Health Programme, who gave an update on the proposed implementation of the cancer model of care. The organisation is formerly known as Commissioning Support for London and they are an NHS organisation who are funded by the 31 PCT's, who commission them to work on their behalf.

There was clear support for the proposal and a 3 month engagement process has been carried out on the proposals. The case for change looks at what is wrong with cancer services in London and the follow up document looks at what should happen to improve this. The three areas of work looked into are early diagnosis; common cancers and general care; rarer cancers and specialist care.

There are a lot of inequalities in access to treatment in London. Some treatment is too centralised and can be delivered in local surgeries not just in specialist surgeries. Public awareness needs to improve and the uptake of screening.

Safer Transport

On 21 September 2011, the Committee held a witness session with representatives from the Council's Transport and Aviation Team and Community Safety Team, the Metropolitan Police Services' Safer Transport Team (STT) and British Transport Police (BTP).

It is an important year as the Mayor's transport policy has been adopted. The Hillingdon Local Implementation plan submitted specified safety and security objectives. Hillingdon is on target to reduce the accident rate. The Local Implementation Plan has identified a series of action plans for the Borough.

The Council has worked with TfL to select a number of sites for bus stops in the Borough. In the future they will be working towards each bus stop having a number to phone which would inform travellers when buses will be arriving at each stop.

The STT, 90% funded by TfL, consists of a number of sergeants, police officers, community support officers and special constables. There is a new model for safer transport in London. Everyday there is police presence on bus routes.

There has been a massive decrease in crime on the bus network in Hillingdon in the last year; around a 7% reduction, in comparison to the London overall average of a 4% reduction. Figures show that this year in North West London there is an overall 14% reduction in bus related crimes, for Hillingdon this figure is a 19% reduction on reported bus related crimes. Other figures show a 4.2% reduction in robberies on the bus network in Hillingdon.

Zip cards for free travel are issued to 16 years and under. The general procedure is that if a child carried out any anti-social behaviour then a letter would be issued to his/her parents. If there is a second instance of anti-social behaviour then a community support officer will take a letter direct to the child's home and sit down with parents and child and remind them of their right to free travel. In Hillingdon the STT go straight to the second stage. 74 letters have been issued to parents since April 2010 and of these 3 have had their free travel removed.

The STT works closely with schools and carry out school visits. They have worked with Barnhill School and marked up 250 mobile phones so that they can be traced if stolen. The STT will be working with other schools to carry this initiative on.

The BTP have recently completed a restructure. In Hillingdon, the BTP work along the Metropolitan and Piccadilly line. They have a tasking team and a proactive train patrol team. Patrolling trains is something that they had not done previously. There is more police presence on the Borough than ever before. Officer's work predominately during the day and until trains stops servicing the public at night.

There is an overall 10% reduction in crime according to statistics from the London Mayor. There is a 19% reduction of theft from a person. In Hillingdon there have been 2 robberies on trains this year and no violent offences reported.

Graffiti on trains is a big issue for the BTP. It is policy that trains covered heavily in graffiti will not be used. The BTP are getting assistance from schools to help identify graffiti tags.

The rising price of cables causes an increase in trespassers on the tracks to steal copper. This has a knock-on effect of incidents at night to the morning.

Safer Hillingdon Partnership's Performance and Plans

On 22 February 2012, the Committee met with representatives from Safer Hillingdon Partnership (SHP). The Metropolitan Police Authority had been replaced by the Mayor's Office of Policing and Crime (MOPC).

Her Majesty's Courts and Tribunal Service (HMCTS)

The local justice areas have recently been amalgamated which resulted in the closure of the magistrates courts in Brentford and Acton. Work arising in the newly amalgamated area will now be considered at any of the remaining court houses in Uxbridge, Ealing and Feltham (Uxbridge is the largest of the three with the best resources). As transport links between these areas is not ideal, effort is made to ensure that cases are considered locally. However, this is not always possible.

As part of the rationalising of the service, consideration was given to the Specialised Domestic Violence Courts (SDVCs) at Uxbridge, Ealing and Feltham. It has been agreed that the SDVCs will be retained so that they keep their borough focus. Local authorities will be consulted if future changes are proposed for the SDVCs, and the proposed changes will have to at least maintain the current standard of service provision.

Metropolitan Police Service (MPS)

As there had been a significant increase in the incidents reported, the MPS had undertaken proactive work to address burglaries. As a result, the main offenders had been identified and the increase in residential burglaries had reduced to approximately 28%.

There had been a slight increase in the number of reports of domestic violence (DV). However, Hillingdon had the third highest detection rate in the MPS. With increasing awareness and support for victims of DV, focus needed to be maintained on getting more people to report instances of DV at an earlier stage and decreasing the number of repeat offences.

"Test on arrest" (testing for drugs) would be implemented in Hillingdon for specific crimes from 1 April 2012. A number of the offenders for these types of crimes were already known to the Police. The test results could be used as evidence in court and could direct individuals to drugs services where appropriate. Although no Government funding has been obtained for test on arrest, MOPC (Mayor's Office for Policing and Crime) funding was available for drug testing. Hillingdon would be submitting a bid for this money.

Safer Neighbourhoods Teams (SNTs) were here to stay but officers could be flexed across the Borough as long as two officers remained for each Ward. Whilst there should be 66 PCSOs in Hillingdon, there were only 25. A number of PCSOs had become regular officers and some had left the MPS. It was noted that there were no plans to fill the vacancies.

Community & Police Consultative Group (CPCG)

CPCGs had been set up in each borough following the publication of the Scarman Report to ensure that there was a suitable consultation conduit between the community and the Police. This had resulted in community engagement improvements.

Although the CPCG was currently funded by the MOPC, it was noted that this funding would be reduced by 50% in the next year. Unlike many of those in other boroughs, Hillingdon's CPCG laid within the local authority. The Group, which comprised representatives of many organisations, met on a bi-monthly basis and received presentations from other bodies on issues of concern, e.g., dog fouling and forced marriages. The representatives were then able to pass the information on to other members of their organisations.

Hayes Town Partnership (HTP)

Although Hayes Town was thought by many to be a high crime area, this was not actually true. In fact, Hayes Town was deemed to be safer at night than Uxbridge.

The HTP worked with the Community Safety Team to produce an annual survey. Although the results of the current year's survey were not yet available, there had been improvements year on year over the last three years.

Alcohol remained an issue in Hayes Town and news about the recent withdrawal of licences from businesses that had made underage sales had quickly spread through Hayes Town. This strict enforcement action was commended and it was hoped that it would continue so as to prevent businesses from illegal sales in the future.

The Cleaner & Greener Hayes project was being launched with pupils from Botwell House Catholic Primary School, Dr Triplett's Church of England School and Minet Junior School undertaking tasks such as litter picking as part of the project. It was hoped that these children would then become advocates to keep the area clean.

Concern was expressed about the depletion of officers on the Townfield Safer Neighbourhoods Team in particular. Although important to ensure that the current vacancies on the Team were filled, it was understood that the MPS was under pressure. However, the teams would be most effective if they had their full complement of officers.

SNTs fulfil a valuable role in the community and ought to be maintained. It appears that the Borough Commander has so far managed to juggle his limited resources to ensure that each of the areas has sufficient staff to cope with the level of demand. However, if he is prohibited from replacing PCSOs, this could cause a decline in the service provided in terms of public visibility and attendance at Ward Panel meetings.

Community Cohesion: The impact of the potential changes in the delivery of healthcare in Hillingdon in relation to community cohesion

On 28 March 2012, the Committee held a witness session with representatives from London Borough Hillingdon, Strong & Active Communities Partnership, PCT, Hillingdon GP Consortia, Hillingdon Hospital, Central North West London (CNWL), Hillingdon Inter Faith Network (HIFN), Hillingdon Association of Voluntary Services (HAVS) and LINK.

Hillingdon sought to promote community cohesion and a sense of pride in the local area. This was done through active participation in sport, leisure, culture, learning and

volunteering. Some work over the last year from the Council looked at targeted local area partnership working. Areas such as West Drayton, Yiewsley, Hayes, Yeading and Heathrow Villages. There had been work around promoting sustainability in communities, and between services and agencies working together. Other areas of work the partnership had been doing in the last year was work with schools, women in the community network, promoting sport, promoting the environment and use of Green spaces, housing, and faith communities.

There were several factors that affected community cohesion and these included poverty, Isolation, language barriers, depression, cultural differences, also panic and anxiety that could be caused by problems with landlords. A new environment, new education system could also cause anxiety. There were some parents that had low self esteem and the partnership had looked at ways to address this. This included informal coffee mornings for parents and community residents. Also adult education classes to support parents; a number of Health & Wellbeing programmes including positive parenting and building confidence & self esteem.

The work of the Specialist Health Promotion Team, working within the Public Health Team, had developed over the last 12 years with key lessons learnt that contributed to what influences and impacts on principles and practice of 'community'. These included small projects that informed wider scale programme development; recognised that the determinants of health included the cultural and physical context in which people lived; Systemic commitment to achieving equality as an outcome, reflected in direct involvement of residents and service staff; and recognised the value of planning as a 'learning process' within communities, which enabled the evolution of relevant services.

Public Health was working in partnership to achieve the common goals with regard to hospitals, community provider, primary care, Local Authority, voluntary sector, and new future for Public Health. There were significant challenges facing North West London, there included changing health needs: people living longer; the population as a whole getting older; there were more patients with chronic conditions such as heart disease, diabetes and dementia. More needed to be done to improve care and prevent ill health, improvements needed to be made to ensure better, consistent access to high quality care. 20-30% of patients who were currently admitted to hospitals in NW London as emergencies could be more effectively cared for in their community.

Some examples of improved local care in Hillingdon:

- § The NHS 111 service (started 15 March 2012) – 24 hours a day, 365 days a year – to direct patients to the right care in Hillingdon
- § The provision of stroke services across London, including NW London, had dramatically improved. This new approach was thought to have prevented an estimated 300 deaths per year in NW London.

More changes were still needed. Hillingdon was above London average for major diseases including cancer, diabetes and chronic obstructive pulmonary disease (COPD) and the rate of A&E use was high in Hillingdon.

Hillingdon Hospital Trust did not have a carers strategy and around 6 months ago carers were invited to input into a strategy. This was a clear gap in the service. For 6-12

months the Trust would be looking into building and drafting a carers strategy for patients and carers. The Trust carried out regular surveys of in-patients of around 350 people a month, including maternity patients. This showed trends and it was apparent that the Hospital were not getting discharge proceedings right. This was something the Hospital would be reporting on for improvement. An engagement toolkit had been developed for staff to get ideas from.

An 'Experience & Engagement Strategy' was being put together and was due to live in September 2012. This would look at the patients' perspective and staff perspective, and identify key factors to improve the service. A real strong component with regard to community cohesion was important and would be included in the strategy.

CNWL celebrated various events. They worked with schools, went into schools and worked around mental health issues. This was done in conjunction with MIND. CNWL worked closely with CAHMS and also the Youth Offending Team. A lot of work was done on peer support and engagement. A new CD had been produced which encouraged members to join. There was an event on Dementia that Members had previously been invited too. Work was done on gambling, HIV services in Hillingdon. Extra funding had been received to develop services in hospital, and in identifying people who may have dementia.

The External Services Scrutiny Committee was involved with setting up two Working Groups in 2011/12 which carried out some valuable work, and the reviews were endorsed by Cabinet. Various witnesses (internal and external) attended the Working Group sessions and provided Members with important information in order to complete the review and produce the reports.

Re-offending

One of the main pieces of work over the last 12 months is the review commissioned by this Committee on adult re-offending rates in Hillingdon and how this could be improved. The purpose of this review was to build upon the work currently undertaken by the Council and partner agencies in relation to those adults who re-offend. More than half of offenders serving less than 12 months in prison or on community sentences re-offend within the first year following their release. This puts huge strain on both local and national resources. The Working Group sought to look at: understanding the needs and requirements of people that re-offend, the agencies that support re-offenders and the services offered to re-offenders; improving awareness and understanding of re-offending for professionals; developing and enhancing early intervention plans and strategies; and ways to reduce re-offending rates in the borough and in-turn reducing the cost to the Local Authority. All of the recommendations proposed for improving these procedures were adopted in full by Cabinet on 26 April 2012.

Dementia

The second major piece of work this year was the review commissioned by this Committee on Dementia. The purpose of this review was to look at dementia services currently provided by the Council and other public and voluntary services and identify areas for improvement. The Working Group sought to build upon the work currently undertaken by the Council and partner agencies in relation to the provision of services in the Borough for people with dementia and their carers and families. An improved service will contribute to improvements in residents' health and wellbeing. All of the recommendations proposed for improving these services were adopted in full by Cabinet on 26 April 2012.

Appendix

External Witnesses Giving Evidence in 2011/12

Amanda Brady – Care Quality Commission (CQC)

Andrea McCubbin – Development Director, Blue Sky

Andrew Campbell – Manager, Woodlands

Andrew Wood – Senior Probation Officer, London Probation Trust

Angela Woolley – Care Services Inspector, LBH

Azad Ahmed – Team Leader, Housing Options, LBH

Belinda Norris – Service Manager, Older People's Services, LBH

Bob Castelijn – Senior Transport Planner, LBH

Brian Barry – Service Manager, Older People's Personalised Services, LBH

Carole Jones – Chairman, Strong & Active Communities Partnership

Catherine Holly – Head of Patient & Public Engagement, Hillingdon Hospital

Chief Inspector Nigel Quantrell – SNT & Partnerships, Metropolitan Police Service

Claire Thomas – Chief Executive, Hillingdon Carers

David Brough – Chairman, Hayes Town Partnership

David McVittie – Chief Executive, The Hillingdon Hospitals NHS Foundation Trust

David Penfold – Director of Operations, Harmoni

Debra Davies – Drug Intervention Programme Manager, Hillingdon Drug and Alcohol Services (HDAS)

Derval Russell, Assistant Director of Operational Performance, Medicine, The Hillingdon Hospitals NHS Foundation Trust

Detective Constable Neil Sykes – Metropolitan Police Service

Detective Inspector Jamie Kyffin – TOPP, Metropolitan Police Service

Dr Ellis Friedman, Joint Director of Public Health, LBH/NHS Hillingdon

Dr Ian Goodman – Chairman of Hillingdon Clinical Commissioning Group / The Mountwood Surgery

Dr Kuldhir Johal – Local Lead GP for Unscheduled Care/Eastbury Surgery, Northwood

Inspector Steve Beattie – Safer Transport Team, Metropolitan Police Service

Ivor John – Chairman, Community & Police Consultative Group

Jill Patel – Chief Executive, Hillingdon MIND

Joan Veysey – Head of Non-Acute Commissioning, NHS Hillingdon/PCT

John Wheatley – Senior Policy Officer, LBH

Joyce Moon – Social Contact Service Manager, Age UK Hillingdon

Jules Jones – Admiral Nurse Team Leader, Admiral Nurses CNWL & representing Dementia UK

Katrina Mindel – GP Commissioner

Keith Bullen – Borough Director, NHS Hillingdon

Kevin Byrne – Head of Policy and Performance, LBH

Linda Burgess – NACRO, Central & North West London NHS Foundation Trust

Linda Matthews – Support Services Manager, Alzheimer's Society

Linda Sanders – Director of Social Care, Health and Housing, LBH

Liz Jones – Community Safety & CCTV Manager, Community Safety Team, LBH

Lorna Kelly – Modern Matron, Medicine, The Hillingdon Hospitals NHS Foundation Trust

Marcia Whyte – Assistant Chief Officer, London Probation Trust

Margaret O'Keefe – Deputy Justices' Clerk, Her Majesty's Courts & Tribunal Service

Maria O'Brien – Managing Director, Hillingdon Community Health (CNWL)

Marie Batey – Director of Patient Services & Nursing, Hillingdon Hospital

Mick May – Chief Executive, Blue Sky Development & Regeneration

Natalie Fox – Older People & Healthy Ageing Service, CNWL

Neil Ferrelly – Finance Director, NHS Hillingdon

Neil Stubbings – Deputy Director Social Care, Health and Housing, LBH

Nicholas Hunt – Director of Service Development, Royal Brompton and Harefield NHS Foundation Trust

Dr Lawrence Woo – Consultant Psychiatrist,
Woodland Centre, CNWL (in part)

**Dr Tricia Hurton – GP Dementia Lead,
Hillingdon Clinical Commissioning Group
(CCG)**

Duncan Struthers – Hillingdon Inter Faith
Network

Ed Shaylor – ASB & Investigations Service
Manager, LBH

Erica Rolle – Domestic Violence Strategic
Coordinator, LBH

Fiona Gibbs – Stronger Communities Manager,
LBH

Fiona Millar – Children, Youth & Families Officer,
Hillingdon Association of Voluntary Services
(HAVS)

Gary Collier – Commissioning Service Manager,
LBH

Gary Jacobs – Executive Director, Groundwork
Thames Valley

Gillian Tobin – Practice Manager, The
Mountwood Surgery

Graham Hawkes – Manager, Hillingdon LINK

Hari Pillai – Older People Commissioner, LBH

Heather Russell – Clinical Services Lead,
Hillingdon Community Health

Helen Delaitre – Lead for Unscheduled Care,
NHS Hillingdon

Hitesh Dodhia – HM Prison Service

Ian Louis Diamant – Vice-Chair, Hillingdon LINK

Inspector Ken Young – British Transport Police

Paul Feven – Head of Commissioning, Contract
and Supply, LBH

Pauline Cranmer – Ambulance Operations
Manager Hillingdon Complex

Penny Chubb – Manager, Parkfield Nursing
Home

Peter Kohn – Strategy, Planning and
Development Director, London Specialised
Commissioning Group

Piers McCleery – Director of Strategy and
Planning, Royal Brompton & Harefield NHS
Foundation Trust

Robyn Doran – Director of Operations and
Partnerships, Central and North West London
NHS Foundation Trust (CNWL)

Sandra Brookes – Service Director, Central &
North West London NHS Foundation Trust

Sandra Lake – Care Services Inspector, LBH

Sergeant John Loveless – British Transport
Police

Sergeant Simon Thurston – Safer Transport
Team, Metropolitan Police Services

Sharon Daye – Deputy Director of Public Health,
LBH/NHS Hillingdon

Simon Williams – Divisional Director, North
Western London, London Specialised
Commissioning Group

Stephanie Collins – Home and Hospital Support
Services Manager, Age UK Hillingdon

Sunny Mehmi – Lead for Reed in Partnership,
LBH

Thomas Pharaoh – London Health Programmes

Trevor Begg – Chairman, Hillingdon LINK

Appendix A

Policy Overview & Scrutiny Reviews from 2003 to 2012

Details of all Policy Overview and Scrutiny Reviews undertaken over the last 9 years by the London Borough of Hillingdon. Copies of reviews are available on the Council's website or on request to Democratic Services.

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

2003/4

- Air quality action plan
 - Engaging young people
 - Houses in multiple occupations
 - Innovative affordable housing
 - Review of Hillingdon's performance of delayed discharged
 - Role of community Councillors
 - Transport strategy
 - Domestic violence and children
 - Heathrow city growth strategy
 - Incineration: waste to energy
 - Joint Committee report on cancer services
 - Rigorous inspection of contracts
 - Standards at Key Stage 3
 - Vision for health: Overview programme
 - Voluntary sector grants review
-

Criteria for Selecting Policy Overview Reviews

1. Strong public interest
 2. Government pressure
 3. Included in Council Objectives/Hillingdon Improvement Programme
 4. Inspection report recommendation *e.g.* performance standards poor/below target
 5. Area within Council's control/influence
 6. High impact on residents
 7. Expertise available on which to draw
 8. Good practice available elsewhere
-