



HILLINGDON  
LONDON



# Social Services, Health and Housing Policy Overview Committee

## Councillors on the Committee

Judith Cooper (Chairman)  
Patricia Jackson  
Peter Kemp (Vice-Chairman)  
John Major (Labour Lead)  
David Benson  
Sukhpal Brar  
Wayne Bridges  
Kuldeep Lakhmana

**Date:** WEDNESDAY, 6 JULY 2011

**Time:** 7.00 PM

**Venue:** COMMITTEE ROOM 5  
CIVIC CENTRE  
HIGH STREET  
UXBRIDGE  
UB8 1UW

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

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**Published:** Tuesday, 28 June 2011

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# **Policy Overview**

## **About this Committee**

This Policy Overview Committee (POC) will undertake reviews in the areas of Social Services, Health & Housing and can establish a working party (with another POC if desired) to undertake reviews if, for example, a topic is cross-cutting.

This Policy Overview Committee will consider performance reports and comment on budget and service plan proposals for the Council's Adult Social Care, Health and Housing Department.

The Cabinet Forward Plan is a standing item on the Committee's agenda.

The Committee will not consider call-ins of Executive decisions or investigate individual complaints about the Council's services.

## **Terms of Reference**

### **To perform the following policy overview role:**

1. conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. monitor the performance of the Council services within their remit (including the management of finances and risk);
3. comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. review or scrutinise the effects of decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. make reports and recommendations to the Council, the Leader, the Cabinet or any other Council Committee arising from the exercise of the preceding terms of reference.

### **In relation to the following services:**

1. social care services for elderly people, people with physical disabilities, people with mental health problems and people with learning difficulties;
2. provision of meals to vulnerable and elderly members of the community;
3. Healthy Hillingdon and any other health promotion work undertaken by the Council and partners to improve the health and well-being of Hillingdon residents;
4. asylum seekers;
5. the Council's Housing functions including: landlord services (currently provided by Hillingdon Homes), private sector housing, the 'Supporting People' programme, benefits, housing needs, tenancy allocations and homelessness and to recommend to the Cabinet any conditions to be placed on the exercise of the delegations by Hillingdon Homes.

Policy Overview Committees will not investigate individual complaints.

# Agenda

## **Chairman's Announcements**

- 1 Apologies for Absence and to report the presence of any substitute Members
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the meeting held on 21 June 2011 1 - 6
- 4 To confirm that the items of business marked in Part I will be considered in Public and that the items marked Part II will be considered in Private
- 5 Budget Planning report for Social Care, Health and Housing Services 2012/13 7 - 12
- 6 Major Reviews in 2011/12 Scoping Report - To Follow
- 7 Forward Plan 13 - 20
- 8 2011/12 Work Programme 21 - 24

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## Minutes

### SOCIAL SERVICES, HEALTH AND HOUSING POLICY OVERVIEW COMMITTEE

21 June 2011

Meeting held at Committee Room 5 - Civic Centre,  
High Street, Uxbridge UB8 1UW



	<p><b>Committee Members Present:</b> Councillors Judith Cooper Patricia Jackson Peter Kemp John Major David Benson Sukhpal Brar Wayne Bridges Kuldeep Lakhmana</p> <p><b>LBH Officers Present:</b> Linda Sanders (Corporate Director Social Care, Health and Housing) Neil Stubbings (Deputy Director Social Care, Health and Housing) Steve Cross (Head of Finance Social Care, Health and Housing) Charles Francis (Democratic Services)</p> <p><b>Also Present:</b> Councillor Philip Corthorne, Cabinet Member for Social Services, Health and Housing</p>	
2.	<p><b>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS</b> (<i>Agenda Item 1</i>)</p> <p>None.</p>	
3.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>Councillor Peter Kemp declared a personal interest as a governor on the Board of Directors of CNWL.</p>	
4.	<p><b>TO RECEIVE THE MINUTES OF THE MEETINGS HELD ON 11 MAY 2011 AND 12 MAY 2011</b> (<i>Agenda Item 3</i>)</p> <p>Were agreed as a correct record.</p>	
5.	<p><b>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED IN PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED PART II WILL BE CONSIDERED IN PRIVATE</b> (<i>Agenda Item 4</i>)</p> <p>All items were considered in Public.</p>	

6.	<p><b>SOCIAL CARE, HEALTH AND HOUSING - FUTURE AIMS AND CHALLENGES</b> (<i>Agenda Item 5</i>)</p> <p>The Corporate Director for Social Care, Health and Housing introduced the report and answered questions from the Committee.</p> <p>The report outlined the future aims and challenges facing the Group, including:</p> <ol style="list-style-type: none"> <li>I. <b>Managing demand:</b> keeping residents independent, investing in preventative services to stop or significantly delay residents from requiring ongoing social care or becoming homeless or in housing need</li> <li>II. <b>Managing the support system:</b> efficient and effective in-house provision that is reablement focused, delivering time-limited interventions to effect change so residents can learn or re-learn crucial skills to live independently</li> <li>III. <b>Managing supply:</b> commissioning private and voluntary social care and housing services, delivering support, choice and independence to vulnerable, complex and high dependency residents</li> </ol> <p>Challenges highlighted in the report included:</p> <ul style="list-style-type: none"> <li>• <u>Responding to the national economic crisis</u> – the budget situation facing the public sector and the constraints placed on local government in the face of increasing demands for services.</li> <li>• <u>Demand pressures</u> <ul style="list-style-type: none"> <li>○ <u>Demography</u> - from an ageing population. Learning disability where there was increasing evidence of a significant population increase over the next 5-10 years. Addressing the needs of ageing carers represented a potential pressure. The needs of people with dementia and requirement for occupational therapy services was increasing. Demand for residential placements for older adults with adults with mental health needs would continue. The increasing numbers of households reflecting increasing numbers of single households, including older people.</li> <li>○ <u>Legislation and rising expectations</u> – the expectation to provide people with a better standard of living. Legislative change had led to increased demand on services in relation to housing, including: homelessness prevention, the Houses in Multiple Occupation licensing system, Disabled Facilities Grants, the demand for affordable housing, a rising number of housing benefit claimants.</li> <li>○ <u>Economic</u> - Increased demand was related to the wider economic down-turn.</li> </ul> </li> <li>• <u>Turnover of placements</u> – supplier pressure to increase the cost of a placement as new placements for services are made as well as the costs of meeting the needs of people with more complex needs.</li> <li>• <u>Managing change</u> – maintaining and improving services during periods of change</li> <li>• <u>Customer engagement</u> – making full use of customer views and involvement in shaping service delivery.</li> </ul>	Action by
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	<ul style="list-style-type: none"> <li>• <u>Partnership working</u> - including the health and voluntary sector. The Council need to continue to work closely with our partners to respond to and manage these challenges effectively.</li> <li>• <u>Recruitment and retention</u> –was a major challenge for some key posts across Social Care, Health and Housing to ensure effective succession planning with an ageing workforce profile and fewer people available to appoint from.</li> <li>• <u>Heathrow</u> - robust dialogue with Government to minimise the costs falling on Hillingdon residents</li> <li>• <u>Housing</u> – including Housing Benefit Changes, Housing Benefit changes and the strategy to find homes and pay rent, Special Needs and Supported Housing</li> </ul> <p>In the course of discussions Members raised the following additional issues:</p> <ul style="list-style-type: none"> <li>• The Committee were pleased to learn that the number of people currently in temporary accommodation had fallen.</li> <li>• The importance of focusing on health promotion and the potential cost savings this could achieve</li> <li>• The need to track the success of the re-ablement programme to ensure support is not withdrawn prematurely</li> <li>• The numbers of residents using personalised budgets to purchase social care had increased</li> <li>• The importance of effective procurement (through the West London Alliance) to purchase services at competitive prices without impacting upon quality.</li> <li>• The role of pre-payment and smart cards in delivering the Transformation Agenda and the encouraging news that discussions were underway with DASH to pilot these cards.</li> </ul> <p><b>Resolved –</b></p> <ol style="list-style-type: none"> <li>1. That the aims and challenges facing the Social Care, Health and Housing Directorate be noted.</li> <li>2. That officers be asked to write to CNWL on behalf of the Committee to express its ongoing concern about the availability of medical supplies and specifically incontinence pads</li> <li>3. That the newly appointed officer managing the personalisation programme be invited to a future Committee meeting to provide an update.</li> </ol>	<p>Democratic Services</p> <p>Service Directorate</p>
7.	<p><b>REVIEW TOPICS 2011/12</b> (<i>Agenda Item 6</i>)</p> <p>The Committee discussed a number of possible topics for their major reviews in 2011/12. Suggestions included Changes to the Health Service, Housing Benefit Changes, Special Needs and Supported Housing, Hillingdon Homes Return to the Council and the Personalisation Agenda.</p> <p>The Committee expressed a strong interest in looking at aspects of Housing Benefit changes but were advised by officers that this was a</p>	<p><b>Action by</b></p>

	<p>particularly fluid area. Members were informed that a number of transitional arrangements were in place and would remain so until the outcomes of the legislation were clear. Officers were requested to monitor Housing Benefit changes over the next few months and to provide the Committee with an update in 6 months time.</p> <p>In the course of discussions, officers suggested the Committee might consider examining the <i>transfer of public health to the Local Authority</i> as a potential second review topic later in the year.</p> <p>The Committee agreed that officers be requested to provide a draft scoping report on Hillingdon Homes Return to the Council to the next meeting.</p> <p><b>Resolved –</b></p> <ol style="list-style-type: none"> <li><b>1. That officers be requested to provide a draft scoping report on Hillingdon Homes return to the Council to 6<sup>th</sup> July 2011 meeting.</b></li> <li><b>2. That officers be requested to monitor Housing Benefit Changes and to provide an update to the Committee in 6 months time.</b></li> </ol>	Democratic Services & Service Directorate
8.	<p><b>FORWARD PLAN</b> (<i>Agenda Item 7</i>)</p> <p>The Committee looked at Cabinet Items 576 – Review of Social Housing Allocations Policy and S1 – Progress report on the Disabled People’s Plan as requested at the last meeting.</p> <p>The following points were noted:</p> <p><u>576 - Review of Social Housing Allocations Policy</u></p> <ul style="list-style-type: none"> <li>• Changes to the allocations policy – with regards to ex-service personnel, their Locata banding had been changed from Band C to Band B in acknowledgement of the high priority of need</li> <li>• In relation to Housing Needs, it was noted that there was no current intention to withdraw priority Band D from Locata although this might change in light of the implications of the Localism Bill.</li> <li>• Table 4 on page 169 of the Cabinet agenda entitled Comparative average waiting time should be amended to include ‘houses’</li> </ul> <p><u>S1 – Progress report on the Disabled People’s Plan</u></p> <ul style="list-style-type: none"> <li>• That officers be commended on the new style of the Plan</li> <li>• That officers be requested to align the traffic light performance comparators of the Disabled People’s Plan with those of the Older People’s Plan</li> </ul> <p>The Committee then considered the current Forward Plan which is a standard agenda item. The Committee noted that POC would not have an opportunity to comment on a number of Cabinet reports because the Council’s meeting schedule meant that the Cabinet agenda was published after the POC had met. Members requested officers to investigate the opportunities to available to POC to review the Forward</p>	<b>Action by</b>

	Plan and to report back to Committee.  <b>Resolved –</b> <ol style="list-style-type: none"> <li>1. That the Forward Plan be noted.</li> <li>2. That officers be asked to investigate the opportunities available to the POC to review the Forward Plan.</li> </ol>	Democratic Services
9.	<b>2011/12 WORK PROGRAMME</b> ( <i>Agenda Item 8</i> )  The timetable of meetings and draft work programme was discussed. At the request of the Chairman and with the agreement of the Committee, the 1st September 2011 meeting was changed to 31 <sup>st</sup> August 2011.  <b>Resolved –</b> <ol style="list-style-type: none"> <li>1. That the timetable of meetings and proposed draft work programme for 2011/12 be noted.</li> <li>2. That the date of the 1 September 2011 meeting be changed to 31 August 2011.</li> </ol>	<b>Action by</b>          Democratic Services
	The meeting, which commenced at 7.00 pm, closed at 8.40 pm.	

These are the minutes of the above meeting. For more information on any of the resolutions please contact Charles Francis on 01895 556454. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

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## **BUDGET PLANNING REPORT FOR SOCIAL CARE HEALTH & HOUSING SERVICES 2012/13**

**Contact Officer:** *Steve Cross*  
**Telephone:** *01895 250398*

### **REASON FOR ITEM**

This is the first opportunity for the Policy Overview Committee to discuss the current stage of development of budget planning work with regard to Social Care Health & Housing Services. Within the context of the Council's overall financial position, this paper sets out the main financial issues facing the Group's services and the work being undertaken to respond to them. This paper gives a strategic context in which the detailed proposals to be discussed at Policy Overview Committee meetings in January 2012 will need to be considered. An update on the council's performance and risk management arrangements is attached as an appendix.

### **OPTIONS AVAILABLE TO THE COMMITTEE**

It is recommended that the Committee notes the development of the financial planning process undertaken to date, and comments as appropriate on the response to the issues being developed by the Group.

### **INFORMATION**

- 1 This is the first of two opportunities within the planning cycle for the Policy Overview Committee to consider issues relating to budget planning for 2012/13. The focus of this report is the major issues that have been identified through the service and financial planning process for Social Care Health & Housing Services. The report to be considered in January 2012 will set out the detailed budget proposals for the Group, those proposals having been included in the report to Cabinet on the Medium Term Financial Forecast (MTFF) on 15 December 2011.

### **Corporate Summary**

- 2 While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position.
- 3 Both the Comprehensive Spending Review 2010 and the two-year local government finance settlement in January 2011 clearly set out the financial challenge facing the council over the next few years. Cuts in funding from central government are being front loaded with the most significant reductions happening in 2011/12 and 2012/13. As a result, the budget report to Council in February 2011

identified the savings requirement for 2012/13 as £16.4m. The breakdown of this £16.4m target is currently allocated as follows:

- Social Care, Health & Housing £7.1m
  - Central Services £1.6m
  - Planning, Environment, Education & Community Services £7.5m
  - Other cross cutting savings £0.2m
- 4 This is in addition to any emerging pressure which may arise throughout this financial year which will have to be provided for in next year's budget. The budget gap will be monitored throughout the year and the budget strategy adjusted accordingly to ensure that a balanced budget for 2012/13 can be set.

### **Strategy to deal with the budget gap**

- 5 The Council is strongly placed to deal with the challenges ahead. We have a good track record of coming in or under budget each year and have accumulated balances of £17.0m by the end of 2010/11. We have a well established HIP programme that has helped steer the Council from a position of having low balances to one of having healthy balances at the same time as dealing with significant external challenges. This has been enhanced by the development of the BID programme as the main vehicle for delivering the fundamental changes required to the Council's structure and ways of working in order to address the reductions in funding going forward.

### **MTFF process update**

- 6 The timetable for the budget process was revised last year in order to obtain earlier engagement with CMT and the Leader of the Council in reviewing the MTFF position to develop a robust financial strategy. As the plans for 2012/13 are the next phase of the transformation programme developed during 2011/12, the first MTFF sessions with Groups took place during March to ensure the focus remained on the continuing development of savings proposals. Initial programmes of savings for 2012/13 were identified by each group, which were then developed into detailed budget proposals for the second round of MTFF sessions in June and July. Progress on the development and delivery of these proposals will be monitored monthly by CMT and the Leader of the Council throughout the remainder of the year.

## Timetable for 2011/12 Budget

7 The broad timetable is as follows:

Process	Timetable
Initial Scoping Meeting with Leader	March
Monthly CMT updates (March 11 to Feb 12)	Monthly
Monthly Leader MTFF updates (March 11 to Feb 12)	Monthly
Heads of Finance challenge sessions	February
MTFF Group Review (1) – Scoping session	March
MTFF Review (2) – Challenge Session (balanced set of proposals for 2012/13 finalised)	June / July
POC Report on the budget context	July
Joint CMT and Cabinet Awayday	October
MTFF Review (3) – Final Sign-off	November
MTFF reported to Cabinet	December
POC review of draft Group Plans and budget proposals	January
Council Tax setting	February

## Budget Planning in Social Care Health & Housing Services

### Summary of Key Financial Issues

- 8 The primary financial issue facing the group is to balance increasing demand in a very challenging financial environment. These challenges were reported at the last POC meeting (21<sup>st</sup> June 2011) under agenda item 5.
- 9 The groups managements team remains focussed on ensuring the delivery of the MTFF budget agreed at February Cabinet, the full year effect of which significantly contributes to balancing the 2012/13 budget. Progress against these objectives will be reported to each Cabinet as part of the monthly finance report.

### Next Steps

- 10 The Medium Term Financial Forecast setting out the draft revenue budget and capital programme will be considered by Cabinet on 15 December 2011 and issued for consultation during the remainder of December 2011 and January 2012. This will include detailed consideration by each of the Policy Overview Committees of the proposals relating to their respective services.

## **SUGGESTED COMMITTEE ACTIVITY**

Consider whether there are suggestions or comments the Committee wish to make.

## **BACKGROUND PAPERS**

The Council's Budget: General Fund Revenue Budget and Capital Programme 2011/12  
– reports to Cabinet 17 February 2011 and Council 24 February 2011.

Social Services & Housing Policy Overview Committee, 21<sup>st</sup> June 2011, agenda item 5.



## London Borough of Hillingdon - Performance and Risk Management Arrangements

1. **The London Borough of Hillingdon** has set out its vision of 'Putting Residents First' and established four priority themes for delivering efficient, effective and value for money services. The priority themes are; 'Our People', 'Our Natural Environment', 'Our Built Environment' and 'Financial Management'. The delivery of these priorities will be achieved through a combination of strategic management tools, which include: the Hillingdon Improvement Programme, Business Improvement Delivery programme and Medium Term Financial Forecast process of service and annual budget planning.
2. **The Hillingdon Improvement Programme (HIP)** is the council-wide transformational programme delivering a range of performance, organisational, culture and process improvements. The programme is led by the Leader of the Council, and the Deputy Chief Executive and Corporate Director for Central Services is the programme director. Cabinet members and directors are also responsible for specific parts of HIP.
3. **The Business Improvement Delivery (BID)** programme is a key part of HIP and has been designed to fundamentally transform the way the Council operates and deliver the council's savings targets of £26.2 million for 2011-12 and more than £60 million over the Comprehensive Spending Review four year period. The BID programme delivery and expenditure is overseen by the Leader of the Council, and the Deputy Chief Executive and Corporate Director of Planning, Environment, Education & Community Services.
4. **The Medium Term Financial Forecast (MTFF)** process is the system of service, financial and annual budget planning. This runs from the preceding spring to February with a robust challenge process involving members, Corporate Directors and the Chief Finance and S151 Officer. Monthly reports on key financial health indicators are produced and communicated through the finance management team.
5. **The Sustainable Community Strategy (SCS)** 2008-2018 sets out the Local strategic Partnership aims and ambitions for the London Borough of Hillingdon over the next 10 years. The Local Strategic Partnership (LSP) 'Hillingdon Partners' and its theme groups have overall responsibility for delivering the commitments made in the Sustainable Community Strategy. The partnership is currently in the process of reviewing and updating the SCS to ensure it continues to reflect the changing circumstances of the borough.
6. **The Performance Management Framework** is used to capture and report performance against Council priorities and SCS priorities. Performance is monitored on a regular basis via Senior Management Teams and reported quarterly to the Corporate Management Team.
7. **The Performance and Development Appraisal (PADA)** process is completed by all officers and senior managers. This records employee's key objectives and tasks, sets

targets for when these must be delivered and identifies staff learning and development needs. There are competency frameworks for staff, managers, senior officers and Directors, with descriptors outlining the performance that is expected at each level. Performance reviews are completed on a bi-annual basis against the relevant competency framework and PADA guidance is available to support both staff and managers through the process. The London Borough of Hillingdon has established effective **risk management systems**.

## MAJOR REVIEWS IN 2011/12 – SCOPING REPORT

**Contact Officers:** Neil Stubbings & Charles Francis

**Telephone:** x 7269 & 6454

### SUMMARY

To enable the Committee to consider a draft scoping report on 'Review of Hillingdon Housing Service' and to enable the Committee to agree the issues Members wish to include in their Review (see Annex 1).

### INFORMATION

At the Committee meeting on 21 June 2011, Members discussed 5 potential review topics for 2011/12. These were:

1. Changes to the Health Service
2. Housing Benefit Changes
3. Special Needs and Supported Housing
4. Hillingdon Homes Return to Council / Review of Hillingdon Housing Service
5. The Personalisation Agenda

and requested officers to prepare a draft scoping report on: Review of Hillingdon Housing Service.

The draft scoping report is attached for Members' consideration. It is usual for a Policy Overview Committee to take forward two review topics during the municipal year, though it is up to Members of the Committee to determine this. Any second review topic can be decided at a later date.

### DRAFT SCOPING REPORT

#### Review of Hillingdon Housing Service

At the last meeting, Members were informed that in October 2010, the London Borough of Hillingdon was the first local authority in the country to return housing management to the council from its arms length management organisation, Hillingdon Homes. Upon returning, Hillingdon homes became part of the Adult Social Care, Health and Housing Directorate - now Social Care Health and Housing (SCH&H) following the restructure of the Council in early 2011 when Children and Families joined the Directorate. Since then, the Council has been looking at the best way of further improving services for residents as well as where money can be saved. The Committee will not be asked to review the principle of bringing Hillingdon Homes back under Council control but rather a review will enable the Committee to assess whether savings from support service costs and

governance have been used to enhance services and to establish whether the opportunities arising from the integration of services have been fully maximised.

#### **SUGGESTED COMMITTEE ACTIVITY**

1. To consider the draft scoping report and ask any further question from officers;
2. To agree the first scoping report to undertake as a major review in 2011/12;
3. Subsequently, to agree the programme and the scheduling of witness sessions and amend or update the work programme accordingly.



# HILLINGDON

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## Social Services, Health and Housing Policy Overview & Scrutiny Committee Review Scoping Report 2011/12

### **OBJECTIVE**

#### **Review of Hillingdon Housing Service (HHS)**

##### **Aim of review**

This review will examine the progress made towards achieving the original aims and objectives of the return of Hillingdon Homes to direct Council control. In addition, the review will seek to ensure all opportunities to improve services, reduce costs and to generally maximise the opportunities created by the transfer of services back to the council have been identified and achieved or planned for.

(The Committee will not be reviewing the principle of bringing Hillingdon Homes back under direct Council control).

##### **Terms of Reference**

The review will focus on the following areas:

- How the Hillingdon Housing Services (HHS) structure fits with the Council's target operating model,
- How HHS has been aligned to the Council's improvement programmes.
- Have efficiencies within the Council and SCH&H been maximised by bringing together common service areas,
- Alignment of costs between the Housing Revenue Account and General Fund
- Have the costs of governance been reduced,
- To what extent have overall running costs been reduced,
- Is HHS procurement demonstrating best value,
- Are opportunities for joint procurement with Council services being planned and maximised,
- How have opportunities to further improve customer management, tenant engagement and the use of technology to provide self service been developed

- Have overall performance levels been maintained or improved since transfer.

### **Reasons for the review**

Since 2003, the Council's housing management services had been provided by Hillingdon Homes. This was established in line with Government policy and facilitated substantial capital investment to tackle a £60m refurbishment programme to the housing stock. The ALMO had completed the decent homes programme to bring all properties up to standard (two years ahead of the Government target date), following which the Council decided that it would be in the interests of service users to bring the services back to the Council. Cabinet formally approved the decision in September 2009 to go out to a tenant and leaseholder test of opinion (conducted during December 2009) and following a positive outcome to that consultation. Final approval by Cabinet occurred in February 2010.

As a result, on 1<sup>st</sup> October 2010, Hillingdon Homes, the Council's Almo returned to the direct control of the Council. Upon returning, Hillingdon Homes became part of the Adult Social Care, Health and Housing Directorate - now Social Care Health and Housing (SCH&H) following the restructure of the Council in early 2011 when Children and Families joined the Directorate.

The review will enable Cabinet and POC to determine whether the original objectives of the return of Hillingdon Homes have been met and will examine the extent to which opportunities afforded by the transfer have been and are being maximised.

### **Supporting the Cabinet & Council's policies and objectives**

The overall recommendations of the review will help the Council minimise costs of services, improve performance of the services reviewed and improve tenant satisfaction

## **INFORMATION AND ANALYSIS**

### **Key Issues**

The review will cover the following:

- Were Governance costs reduced at the point of return?
- Have running costs associated with the services reduced since return?
- Were activities associated with corporate and centralised services? transferred upon return?
- What action was taken to minimise costs of services since return?
- How have the services been aligned with the Council's Improvement programmes since return?
- How have services returned been aligned to the council's overall MTFF position?
- Have the opportunities to reduce costs within the General Fund and Housing Revenue account been taken since return?

- What opportunities have been taken to improve procurement activities across the services returned and aligned to Council procurement activities?
- How has the customer experience been transformed since return?
- How has the model for tenant and member involvement and scrutiny been developed?
- Have performance levels been maintained or enhanced since transfer and is added value of the return to LBH being demonstrated?

### **Remit - who / what is this review covering?**

The review will be looking at the entire services provided by Hillingdon Housing Services:

Planned works  
Day to day repairs  
Procurement activities  
Voids and allocations  
Income  
Tenancy and leasehold management  
Estate services  
Independent Living Support Service  
Home ownership  
Tenant involvement  
Income

These services come within the responsibilities for the Portfolio Holder for SCH&H.

### **Connected work** (recently completed, planned or ongoing)

None known.

### **Key information required**

- MTFF proposals and updates
- HIP project updates
- Budget reports
- Performance reports
- Written reports from officers
- Verbal updates from officers
- Responses from officers to questioning from Committee.

### **EVIDENCE & ENQUIRY**

It is expected that Committee members will want to review information and reports provided by officers from SCH&H

### **Witnesses**

Council officers from SCH&H  
Head of Corporate Procurement  
Borough Finance Officer

Borough Solicitor  
Council tenants

### **Information & Intelligence**

The Cabinet report from 18<sup>th</sup> February 2010 entitled "Future of Hillingdon Homes" is provided as an appendix to this report. In addition, POC will refer to the SCH&H – Future Aims and Challenges report presented to its meeting on the 21st June (Item 5).

### **Consultation and Communications**

None at this stage

### **Lines of enquiry**

POC will want to establish from the witnesses their thoughts, views and proposals on:

- What opportunities for integration of services existed before transfer?
- Were these fully delivered at and after transfer?
- What opportunities for the reduction of costs within the General Fund and HRA existed before transfer?
- Were these opportunities fully delivered at and after transfer?
- Have the services provided by HHS been fully aligned with the Council's improvement programmes?
- Has performance been improved as following transfer?
- Have costs been reduced following transfer?
- Are there any other opportunities for service alignment, cost reduction or cost sharing that have not so far been considered or maximised?

## **PROPOSALS**

*Are there any early ideas or recommendations emerging from the Committee to meet the objective of this review? This section will, of course, be fleshed out in more detail towards the end of the review.*

## **LOGISTICS**

### **Proposed timeframe & milestones**

<b>Meeting Date *</b>	<b>Action</b>	<b>Purpose / Outcome</b>
?????	Agree Scoping Report	Information and analysis
????	Witness Session 1	Evidence & enquiry
??????	Witness session 2	Evidence & enquiry
???????	Draft Final Report	Proposals – agree recommendations and final draft



		report
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*\* Specific meetings can be shortened or extended to suit the review topic and needs of the Committee*

### **Risk assessment**

*The review needs to be resourced and to stay focused on its terms of reference in order to meet this deadline. Is there a need for other Council officers and teams to support this review – if so, has this been factored into their work plans?*

*The impact of the review may be reduced if the scope of the review is too broad. What are the risks of the Council not reviewing this service or organisation.*

<b>FUTURE OF HILLINGDON HOMES</b>		<b>ITEM #</b>
<b>Cabinet Member</b>	Cllr Phillip Corthorne	
<b>Cabinet Portfolio</b>	Social Services, Health and Housing	
<b>Officer Contact</b>	Neil Stubbings	
<b>Papers with report</b>	Appendix One – Management Summary from test of opinion report.	

#### *HEADLINE INFORMATION*

<b>Purpose of report</b>	To consider a recommendation for the return of Housing Management Services to the Council, having regard to the results of the tenants test of opinion as agreed by Cabinet at its September 2009 meeting and other factors.
<b>Contribution to our plans and strategies</b>	This proposal contributes to the council's principles to ensure the services provided to residents continue to improve. In addition, VFM and efficiency principles will be met.
<b>Financial Cost</b>	As set out in the previous report to Cabinet in September 2009 there are limited costs related to the consultation process and consultancy costs of project management. These are expected to be no more than £75k. In addition, and subject to the final decision by Cabinet to bring services back to the council and TUPE requirements, there are expected to be one off staffing costs (redundancy) from staff realignment. Such changes and other efficiencies will create year on year savings made within the HRA that will exceed the cost of this proposal.
<b>Relevant Policy Overview Committee</b>	Social Services, Health and Housing
<b>Ward(s) affected</b>	All

#### **RECOMMENDATION**

**That the Cabinet:**

- 1. Notes the outcome of the tenant and leaseholder ' test of opinion ' .**
- 2. Resolves that, having taken account of the outcome of the tenant and leaseholder ' test of opinion ' together with those other considerations**

**set out in the earlier Cabinet report dated 24th September 2009, it instructs officers to either:**

**[a] terminate the Management Agreement between the Council and Hillingdon Homes on 30 April 2011 by invoking the break clause within it, or**

**[b] negotiate an earlier return date with Hillingdon Homes subject to the agreement of its Board.**

**So that those functions delegated to Hillingdon Homes, as identified in the said Agreement, are returned back to the Council.**

**3. Authorises officers to work with Hillingdon Homes board members and staff to wind up or dissolve Hillingdon Homes and to take all other necessary steps to return those functions delegated to it back to the Council.**

**4. Subject to recommendation 3 above, authorise officers to consult with Hillingdon Homes' staff and to take all other steps to comply with the Transfer of Undertakings [Protection of Employment] Regulations 2006.**

## **INFORMATION**

### **Reasons for recommendation**

At it's meeting on the 24th September 2009, Cabinet considered a comprehensive report entitled "Future of Hillingdon Homes" setting out the background and rationale for returning Housing Management Services to the Council. The reasons set out in that report for the recommendation are reproduced below for ease of reference:

"The Council's Arms Length Management Company (ALMO), Hillingdon Homes, was set up in April 2003 following a positive outcome to a tenant and leaseholder test of opinion. This enabled the council and residents to receive around £60m towards the cost of achieving the decent homes standard. Hillingdon Homes has been successful in the delivery of that goal, two years ahead of the Government target. In addition services have continuously improved and tenant and leaseholder satisfaction have increased. However, now these targets have been achieved, the future of the ALMO needs to be reviewed along with how best to continue to improve the services provided to tenants and leaseholders. In doing so the following needs to be recognised:-

- Nationally improving performance of all social housing providers,
- Changes in flexibilities and freedoms promised by the government for ALMOs have not materialised,
- At the same time freedoms around borrowing and new build that were given to ALMOs have been extended to local authorities,

- The scale of the impact of the economic recession on the national public finances and the requirement for reduced future public spending has become apparent in the national Budget published in April 2009. There is an economic recession and the council needs to plan carefully for severely restricted budgets in the foreseeable future.

In the light of the above it is considered to be in the council's and customers' best interests (subject to the consultation process with tenants and leaseholders) to take the service back into the council. This will enable savings to be made by eliminating the cost of governance of the ALMO and further improvements to services by closer alignment to the delivery of services and improvement programmes within the council.

To bring the council housing services back in-house there first needs to be a Cabinet decision to carry out a test of tenant and leaseholder opinion. The outcome of that will inform a final decision that then needs to be agreed formally by Cabinet."

The recommendations agreed by Cabinet on the 24<sup>th</sup> September were:

**To instruct officers to carry out a tenant and leaseholder test of opinion on dissolving Hillingdon Homes and bringing the council housing services back in-house.**

**To instruct officers to report back to Cabinet for a final decision on the future of Hillingdon Homes as soon as possible once the test of opinion has been completed.**

The test of opinion has now been completed and this report is providing Cabinet with the results obtained and is seeking instruction on the next steps in the future of Hillingdon Homes.

## **ALTERNATIVE OPTIONS CONSIDERED**

The alternative option of continuing with the existing contract with Hillingdon Homes were considered as part of the September 2009 report.

### **Comments of Policy Overview Committee(s)**

POC will be considering this report at it's meeting on the 16<sup>th</sup> February 2010 and will be providing comments direct to Cabinet.

## **Supporting Information**

### **Test of Opinion**

In accordance with Section 105, of the Housing Act 1985, the Council is required to consult with and have regard to the views of tenants before taking a final decision on a matter of housing management. This proposal falls within that requirement and therefore the Council commissioned a 'test of

opinion'. As far as possible, the process replicated that which was undertaken prior to the ALMO being formed and services undertaken by it in 2003. Although it was not under any legal obligation to do so, the Council also decided to consult with its leaseholders as a matter of good practice.

The test of opinion was completed during November and December 2009.

Prior to the 'test of opinion' the following process was followed:-

1. A letter from the Deputy Director of ASCHH to inform tenants and leaseholders about the Council's intention
2. Two newsletters issued to all tenants and leaseholders giving them further details about the proposal, including questions and answers. The second newsletter included the tear-off ballot for the postal 'test of opinion'.
3. The appointment of an independent tenant advisor who was available throughout the process to answer any question from tenants or leaseholders about the proposal.
4. The establishment of a Council website / email contact for any tenant enquiry about the proposal.
5. There were a series of ten meetings held around the borough with council tenants and leaseholders to inform them of the proposals and give the opportunity for discussions and to ask questions.

After the first newsletter, the Council employed agency staff to undertake a random survey after the first newsletter to ascertain tenants views at that time. The results were as follows:-

- 284 completed – 90% aware of proposal – 74% understood details and of those 75% were in favour of returning to the Council.

This was carried out so that officers could gauge whether the information being given out was understandable or whether tenants and leaseholders wanted more detail.

Prior to the second letter and postal survey the Council again undertook a trial by phoning approximately 30 tenants. This was to be satisfied that the questions in the 'test of opinion' were clear and would not cause difficulties. From the feedback obtained from tenants, the staff reported that there were no difficulties at all.

Officers within the council tendered the contract for the test of opinion to an external company in order for an impartial third party control of the process. The independent company that won the tender, Quadrant Consultants finalised the actual test of opinion wording and layout to be satisfied that it was fair and clear.

The results are as follows:-

	<b>Randomly selected telephone survey</b>	<b>Postal survey</b>
Total respondents	1,300	1,249
In favour of returning to the Council	610	942
Did not mind either way	582	251
Opposed to return to the Council	57	44
Not stated	-	12
Unaware of the issues	51	-

The management summary taken from the Quadrant report is attached as Appendix One and the full report can be viewed at [\(Add web link\)](#)

Other Factors to take into account

The key points and rationale for considering the return of council housing services to the council were considered by Cabinet at its September 2009 meeting in the report entitled Future of Hillingdon Homes and are therefore not repeated here.

Officers are able to report that there have been no changes in government policy relating to the future of ALMOs to warrant a change in the advice given to Cabinet previously.

It is also pertinent to advise Cabinet that even though there has been an overwhelming result to the test of opinion, Cabinet could decide to continue with the existing arrangements. However, for the reasons previously discussed in the September 2009 Cabinet report, officers are not recommending that course of action.

By returning the landlord service to direct control the council will be pursuing its objective of increasing the speed of improvement to the landlord services by pursuing efficiency savings which can then be used to improve services to tenants and leaseholders.

### **Other Local Authorities**

Cabinet will be interested to note what is happening nationally to ALMOs operating in other local authority areas. Officers have identified that many other local authorities are currently considering the future of their ALMO, where they have them. There are a range of outcomes expected. Some local authorities are likely to be pursuing the dissolution of their ALMO and bringing the services back in house or outsourcing the services. Other local authorities are intending to allow their ALMOs to become a Registered Social Landlord (Housing Associations) and then ballot tenants on a large scale voluntary transfer (LSVT). Other local authorities are expected to continue with their ALMO.

### **The Housing Revenue Account (HRA) Review.**

The government has for some time now been carrying out a review of HRA financing and looking at the possibility of local authorities being able to buy out of the subsidy system. Officers are expecting further proposals from government on this during February this year. Whilst the detail of the offer from government are still awaited, from the information officers currently have, it is clear that retaining an ALMO does not provide a better alternative to in-house delivered services to take advantage of the proposal.

### **The way forward – timing of any return.**

Should Cabinet decide to progress with bringing back the council housing services back to the council, it will be necessary to embark upon a series of processes:

To agree the return date, either in line with the termination clause in the contract i.e. by giving notice to the board of Hillingdon Homes no later than the 31<sup>st</sup> October 2010 that the contract will be terminated on the 30<sup>th</sup> April 2011, or to agree an earlier date with the board of Hillingdon Homes. Under the terms of the contract, any date earlier than the termination clause cannot be imposed and must be by agreement.

There must be a legal and financial process completed to properly wind up the affairs of Hillingdon Homes Limited. This must be carried out in compliance with legislation and good practice whilst protecting the company and the council interests.

At the point of return of the services, staff will return to the council under the terms of TUPE legislation.

Of over-riding concern is that the services to tenants and leaseholders are not impacted negatively by the return process. This means that all efforts must be made to achieve a smooth return of services, providing residents and staff with timely and effective communications throughout the process. This will be a major part of the project.

There are of course, pros and cons to be considered in timing of any return.

### **In Favour of Early Return** **Momentum**

Having achieved a positive result from consulting tenants, it would be wise to maintain the momentum and proceed with return of the service by continuing this project, thereby keeping a natural progression and avoiding any hiatus. Allowing for all of the practicalities including dissolution of the company, TUPE requirements and other ancillary business would anyway need six months.

### **Staffing**

Inevitably, staff will be worried about their future until the council can bring certainty. Even though there will be no significant implication for the vast majority of staff everyone will require confirmation that their employment is secure and that their conditions are protected. The sooner that can be done by returning to the council the better. In the absence of that certainty, staff

morale may suffer and good quality staff may leave, thus impacting on the levels of service provided.

### **Service**

Whilst the current quality of service is generally very good (subject to detailed audit) it relies upon committed and well managed staff. The risk in terms of staff (see above) could severely impact on service standards. Furthermore, if it is known that the service is returning to the Council, decisions on service progress could be hindered. How would Hillingdon Homes take strategic/medium term decisions knowing that responsibility will cease in 2011?

### **Hillingdon Homes Board**

The Board comprises independent members together with councillors and tenants representatives (one third each). For the independent members there will not be the prospect of longer term involvement with the service when it returns. Therefore, it may be difficult to maintain the commitment to serving on this board (especially under the circumstances of the company being dissolved and the service returned to the council). It is perhaps unreasonable to expect a continuing commitment for another fifteen months.

### **Service Review**

It has been agreed to undertake a service review in line with an established programme which has been completed for all council services. This is a rigorous examination of both service quality and cost which is challenging for all parties involved. The sooner the service is returned the quicker this exercise can be completed.

### **Council Impact**

One of the primary benefits of returning to the council will be greater integration with other council services. This will be mutually advantageous for housing management and other council services in terms of efficiencies. This cannot be completed until return. Furthermore, change is underway within the council structures and it may be advantageous to include the support services within Hillingdon Homes in the council programme.

### **Cost Reductions**

It is known that return of the service will assist in reducing costs (primarily support services). The sooner this can be achieved the earlier the financial benefits can be secured and applied for service improvement. Any additional savings/efficiencies within the HRA identified through the service review process can be achieved earlier.

### **Against Early Return**

#### **Risks**

By trying to expedite the return there is a risk that we may not be sufficiently informed of all the facts in a timely manner. There should be sufficient time for TUPE but clearly there would be less time to fully review the service and



financial details prior to return.

### **Staffing**

Staff have been advised that the contract return date is April 2011. It is possible that by returning early, staff who would have remained and become more settled would decide to leave now. The primary area for staff reduction will be in support services. It may be possible to secure some integration with council support services in advance of a formal return (Hillingdon Homes buying the services from the Council) and therefore the savings could be secured anyway and the council's reorganisation incorporate the Hillingdon Homes implication.

### **Hillingdon Homes Board**

It would be reasonable to assume that there may be some members of the board unhappy with the council decision and under these circumstances it could be more difficult to maintain a constructive relationship during the return period. By trying to bring forward the return date it is possible that the council could aggravate the position and make matters even more difficult.

### **Service Review**

It would be possible to undertake a service review whilst the service was managed by Hillingdon Homes so long as we have their full cooperation. The same objectives could be set as usually applies and the completion of the review would act as reassurance for both Hillingdon Homes and the council.

### **Council Change**

The Council is in the process of appointing a new Director for ASCH&H and also going through a major change programme through the Business Improvement Delivery project. There will also be elections in May and a new Council. By keeping to the April 2011 date, the Council would be more settled in its other business before having to handle this project.

There are pros and cons on this option but overall, for service and staffing reasons, officers believe it would be in the tenants' interest to secure an earlier return if Hillingdon Homes Board supports that option.

On current information, officers believe a reasonable target to achieve an early return could be October 2010.

### **Financial Implications**

The financial implications are similar to those stated in the Cabinet report of 24<sup>th</sup> September 2009. In summary, the council will incur one-off costs of disbanding the ALMO including legal and project management costs as well redundancy costs. These are expected to be offset by on-going savings and over a relatively short period of time should result in overall net savings. Immediate savings should arise from governance and obvious duplications in support service functions. Further savings are also expected to arise from a more in depth service review which will aim to take advantage of opportunities that would be available to a single entity, including reduction in duplicated

control mechanisms and general economies of scale. Any initial costs will be met from HRA balances.

## **EFFECT ON RESIDENTS, SERVICE USERS & COMMUNITIES**

*What will be the effect of the recommendation?*

There will be a number of effects resulting from the recommendations:

The governance and management structures and support services within ASCH&H, the council and Hillingdon Homes will be integrated and rationalised where appropriate.

There will be opportunities for greater linkages to services provided across the council and other partners. This will include improvements to processes, delivery of shared services and partnering arrangements. These in turn will lead to improved outcomes for service users, improved customer engagement and improved satisfaction levels.

There will also be opportunities to pursue efficiency savings within the HRA which can then be used to improve services to tenants and leaseholders.

### **Consultation Carried Out or Required**

Information on this is contained within the body of the report.

## **CORPORATE IMPLICATIONS**

### **Corporate Finance**

The proposal to wind-up Hillingdon Homes Ltd as the provider body for housing management services, terminate the management agreement, and bring these services in-house, represents a significant financial decision for the Council. The process of implementing the recommendations to terminate the management agreement will incur costs which will be met from accumulated Housing Revenue Account reserves.

The expected financial benefits, costs and risks are summarised in the report and cover a broad range of issues including governance, tenant involvement, access to external finance and issues of operational efficiency and effectiveness, and staff recruitment and retention. The opportunities arising from the return of housing management functions to the Council will be explored and assessed through the project on this topic included in workstream 2 of the Business Improvement Delivery programme.

### **Legal**

#### **The decision to return Hillingdon Homes back to the Council.**

Cabinet Members will be familiar with the common law principles of 'wednesbury reasonableness' which govern all aspects of decision making by

the Council. It is therefore important that any decision which Cabinet makes in relation to the return of those housing functions, currently delegated to Hillingdon Homes [HH], back to the Council is legally defensible.

Clearly, the 'test of opinion' from the Council's tenants and leaseholders is an important component of any decision but Cabinet is also entitled to have regard to all those other considerations which were set out in the earlier Cabinet report dated 24<sup>th</sup> September 2009.

Cabinet can also have full regard to the Council's fiduciary duty towards Council Tax payers in the Borough. If it is satisfied that by returning to the Council those services which HH operates on its behalf will generate efficiencies for the Council, and ultimately reduce costs, this is a very important consideration for Cabinet to take into account.

### **The Management Agreement.**

The Agreement, which commenced on 1<sup>st</sup> May 2003, was originally due to expire on 30<sup>th</sup> April 2008 but it was extended by the Council for a further period of five years subject to a break clause. This clause gives the Council the right to give six month's notice to HH, by no later than 31<sup>st</sup> October 2010, that the Agreement will end on 30<sup>th</sup> April 2011.

The Agreement is recognised in law as a contract and like any other contract, its terms can be varied with the agreement of both parties to it. The Council cannot unilaterally bring the Agreement to an end earlier than 30<sup>th</sup> April 2011 but there is nothing to prevent it from negotiating an earlier termination date with HH. As HH is set up as a Company Limited by Guarantee, an earlier termination date can only be effective if agreed by its Board.

### **The Transfer of Undertakings [Protection of Employment] Regulations 2006 [TUPE].**

Cabinet Members may recall that when HH was set up back in 2003, the vast majority of those Council staff who became its employees, were transferred to it under TUPE.

The same considerations will apply when HH staff transfer back to the Council. TUPE applies to and protects all employees who are "wholly or substantially employed" in the undertaking which is transferring and therefore it is anticipated that most HH employees will transfer back to the Council under the protection which these Regulations provide.

It is important to note that TUPE imposes obligations on both the Council and HH to provide certain information to and consult with those employees who are likely to be affected by the transfer. A dialogue will also need to be set up with the Trade Unions who have the right to be informed of the following issues under TUPE:

The fact of the transfer and when it is likely to take place;

The reason for it;

The legal, economic and social implications of it for affected employees;

The measures which both the Council and Hillingdon Homes will be taking in relation to these employees.

**The liquidation or dissolution of the Company Limited by Guarantee.**

There will be no benefit to the Council in retaining Hillingdon Homes as a dormant company so steps will have to be taken to dissolve it. There are two main legal mechanisms for achieving this. Firstly, Hillingdon Homes could resolve to go into voluntary liquidation which is a process recognised by the Insolvency Act 1986. A number of statutory steps would need to be followed and it is fair to say that this is a convoluted procedure and it involves the appointment of a liquidator which seems to be pointless given that the Council is the sole member of the Company and it will be the recipient of its assets.

Voluntary dissolution of the Company would appear to be a more straightforward process. The Board would once again be required to pass a resolution agreeing to this and the Directors would have to make an application to Companies House to have the Company struck off the register. Companies House will advertise the proposed striking off in the London Gazette so that interested parties will have an opportunity to object. If no objections are received within a period of three months, the Company will be struck off and publication of this fact will appear again in the London Gazette

**Corporate Property**

Not applicable

**Relevant Service Groups**

Not applicable

**BACKGROUND PAPERS**

## **Appendix 1: Quadrant Consultants Report - 19<sup>th</sup> January 2010**

### **MANAGEMENT SUMMARY**

#### **Introduction**

This consultation exercise on the proposed return to Hillingdon Council of Housing Management Services comprised a postal survey within a newsletter delivered to tenants and leaseholders in early December 2009 and a telephone survey conducted shortly afterwards. 1249 people responded to the postal survey while 1300 people were interviewed by telephone.

#### **Key finding**

The great majority of both tenants and leaseholders either support the proposal or do not object. Only a very small proportion expressed any opposition to it.

#### **Results**

In both postal and telephone surveys, around nine out of ten of both tenants and leaseholders either supported the proposal or did not mind either way.

In the postal survey, around three-quarters of both groups were in favour of the proposal with a further one in five who didn't mind either way.

In the telephone survey around half of both groups were in favour of the proposal while around four in ten did not mind either way.

The difference between the results of the two surveys may be because some of those who did not mind either way decided not to respond to the postal survey.

The proportions of respondents who said that they understood the proposals was around nine in ten in the postal survey where they had the newsletter in front of them and three in four of those responding to the telephone survey.

The postal survey also asked about consultation with tenants and residents associations about spending the savings and nine in ten were in favour of this.

Telephone results with random sample are statistically significant within +/- 3% points

Telephone results with random sample are statistically significant within +/- 2% points

#### **Quality Assurance**

The surveys were carried out in line with market research industry best practice. In particular, they followed the code of conduct of the Market Research Society, the professional body representing market research in the UK. Our Fieldwork and Recruitment Quality Administration Systems are certified and registered under BS EN ISO 9001:2000. Our certificate was issued and registered by CQS (Certified Quality Systems) Limited, certificate

number GB2000681. CQS are registered with IAB (International Accreditation Board), registration number 0044/1.

## **CABINET FORWARD PLAN**

**Contact Officer:** Charles Francis  
**Telephone:** 01895 556454

## **REASON FOR ITEM**

The Committee is required to consider the Forward Plan and provide Cabinet with any comments it wishes to make before the decision is taken.

## **OPTIONS OPEN TO THE COMMITTEE**

1. Decide to comment on any items coming before Cabinet
2. Decide not to comment on any items coming before Cabinet

## **INFORMATION**

1. The Forward Plan is updated on the 15<sup>th</sup> of each month. An edited version to include only items relevant to the Committee's remit is attached to this report. The full version can be found on the front page of the 'Members' Desk' under 'Useful Links'.

## **SUGGESTED COMMITTEE ACTIVITY**

1. Members decide whether to examine any of the reports listed on the Forward Plan at a future meeting.

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# The Cabinet Forward Plan

Period of Plan: July to November 2011

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
<b>SCH&amp;H</b> = Social Care, Health & Housing; <b>CS</b> = Central Services; <b>PEECS</b> = Planning, Environment, Education & Community Services									
<b>Cabinet - 28 July 2011</b>									
636	<b>Acceptance of Homes and Communities Agency Funding for Hillingdon's Supported Housing Programme</b>	In April 2011, Cabinet approved the submission of a bid for funding under the Homes and Communities Agency (HCA) affordable homes programme 2011-15 requesting funding for 225 supported homes to be built over a period of three years. This will help the Council reduce the number of people in expensive and inappropriate residential care by providing alternative housing for vulnerable people. Assuming the bid is successful, Cabinet approval will be required to enter into a grant agreement with the HCA that will set out the terms and conditions for delivery.			Cllr Philip Corthorne	SCH&H - Paul Feven		April Cabinet Report - Bidding for the HCA Affordable Housing Programme	<b>NEW</b>
638	<b>Rural Activities Garden Centre</b>	Modernisation of the Rural Activities Garden Centre and Transfer to Adult & Community Learning	Yiewsley		Cllr David Simmonds / Cllr Philip Corthorne	PEECS - Tricia Collis	Users, Parent and Carers		<b>NEW</b>

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Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
SCH&H = Social Care, Health & Housing; CS = Central Services; PEECS = Planning, Environment, Education & Community Services									
599	<b>Extra Care Schemes: Approval to award a contract for the provision of care</b>	The report will seek Cabinet approval to appoint one or more suppliers to provide personal care and support to residents of two flagship extra care housing schemes that are due to open in September 2011: Triscott House (47 homes) owned by the council and Cottesmore House Park (48 homes) owned by Paradigm Housing. These schemes will help to ensure that older people and people with physical disabilities and/or learning disabilities have a realistic alternative to residential care. Extra care provision supports the council's commitment to ensuring that our more vulnerable residents are able to have more choice and control over their lives in a community based setting.	All		Cllr Philip Corthorne / Cllr Scott Seaman-Digby	SCH&H - Paul Feven			
597	<b>Adaptations to council dwellings - extension of contract</b>	To seek Cabinet approval to extend the existing contract for carrying adaptations to council dwellings. The annual expenditure on this contract is approximately £800,000. Typically this will allow some 115 adaptations (eg stair lifts, showers (wet floor or over bath), thresholds, kitchens, ramps, step lifts, access improvements, adaptation to doors/windows, clos-o-mats, ceiling track hoists, grabrails) as well as up to five major adaptations (i.e. extensions).	All		Cllr Philip Corthorne / Cllr Scott Seaman-Digby	SCH&H - Grant walker			
603	<b>Extension to contract for support to the repairs operation - electrical repairs</b>	The Cabinet will be asked to approve the extension of the existing contract providing support to Hillingdon Housing Repairs Service for electrical repairs. The current contract ends 31 July 2011.	All		Cllr Philip Corthorne	SCH&H - Grant Walker			

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
SCH&H = Social Care, Health & Housing; CS = Central Services; PEECS = Planning, Environment, Education & Community Services									
619	<b>Priorities for Hillingdon's Housing Strategy 2011/15 (POLICY FRAMEWORK)</b>	The Borough's Housing Strategy will be updated in 2011 to cover the period to 2015. As part of that work, this report will present information on key housing issues and the borough's proposed housing priorities for Cabinet consideration and approval.	All	Date TBC	Cllr Philip Corthorne	SCH&H - Sheila Cawthorne	Social Services, Health and Housing POC, key partners. Full range of external stakeholders will take place at later stages of the production of the updated strategy.		
518	<b>West London Home Energy Retrofit programme</b>	The London Development Agency have awarded West London £1,281,875 over 2011 - 12 for the delivery of their pan London home energy efficiency retrofit programme, entitled "RE:NEW". Hillingdon has been selected as the lead borough for this programme in West London and are responsible for the procurement of contractors off the LDA procured Framework Agreement. This report will seek authorisation to award the contract to the winning tenderer/s for the delivery of the programme across West London	Charville		Cllr Philip Corthorne / Cllr Scott Seaman-Digby	SCH&H - Jo Gill	LBH Legal, Finance and Procurement teams including West London Housing Partnership		

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
SCH&H = Social Care, Health & Housing; CS = Central Services; PEECS = Planning, Environment, Education & Community Services									
570	<b>West London Framework Agreement for Temporary Accommodation Procurement and Management</b>	The report seeks the Cabinet's authority for the council to take part in a joint procurement scheme with other West London local authorities to develop a framework agreement with providers for the supply of Temporary Accommodation for homeless people which can be used to prevent homelessness as well as discharging the Council's duty to house. The scheme is referred to as Private Managed Accommodation and will involve a framework of providers procuring and managing accommodation directly from the private sector. The scheme will therefore increase the supply of properties to help meet the council's demand for temporary accommodation.			Cllr Philip Corthorne and Cllr Scott Seaman-Digby	SCH&H - Paul Feven	Corporate Teams		
598	<b>Acceptance of tender - electrical works to the housing stock</b>	To seek Cabinet approval to accept a tender for electrical works to the Council's housing stock.	All		Cllr Philip Corthorne / Cllr Scott Seaman-Digby	SCH&H - Grant Walker			
606	<b>Manor Farm - Stables: Acceptance of Tender</b>	Cabinet will be asked to make the necessary decisions following the tendering exercise for the refurbishment of Manor Farm Stables. The report will inform Cabinet of the preferred construction partner and their programme to complete the refurbishment works.	Eastcote & East Ruislip		Cllr Jonathan Bianco / Cllr Scott Seaman-Digby	PEECS - Mohamed Bhimani			

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
SCH&H = Social Care, Health & Housing; CS = Central Services; PEECS = Planning, Environment, Education & Community Services									
588	<b>Award of contract: Telecare products</b>	Following the provision of additional investment in Hillingdon's TeleCareLine to support older people and adults to live independently in their homes, Cabinet will be asked to agree the award of a contract for the provision of telecare products.	All		Cllr Philip Corthorne / Cllr Scott Seaman-Digby	SCH&H - Grant Walker			
<b>Cabinet Member Decisions - July 2011</b>									
602	<b>Works to Stock Programme 2010/11 - confirmation of adjustments</b>	The Cabinet Member will be asked to approve changes and adjustments to the Housing Revenue Account (HRA) Capital Projects Investment Programme work to existing stock.	Various		Cllr Philip Corthorne	SCH&H - Grant Walker			
<b>August</b>									
No Cabinet meeting scheduled									
<b>Cabinet - 29 September 2011</b>									
615	<b>Extension to the contract for gas servicing and repairs and replacement heating installations</b>	Cabinet will be asked to approve the extension of the existing contract.	All		Cllr Philip Corthorne / Cllr Scott Seaman-Digby	SCH&H - Grant Walker			

Ref	Report Title	Advance information	Ward(s)	Report to Full Council	Cabinet Member(s) Responsible	Officer Contact	Consultation	Background Documents	NEW ITEM
SCH&H = Social Care, Health & Housing; CS = Central Services; PEECS = Planning, Environment, Education & Community Services									
623	<b>HRA Review: Self-financing Implementation</b>	Cabinet will receive an update on the Government's intention to implement self-financing of the Housing Revenue Account (HRA). Cabinet asked to endorse a broad strategy and timetable for this in the medium to long-term. Cabinet will be asked to endorse the separation of HRA debt from the General Fund debt to minimise any adverse risk to the General Fund and, instructs officers to prepare a 30 year plan for submission as part of the 2012-13 MTFF.	All		Cllr Philip Corthorne	SCH&H - Neil Stubbings			
<b>Cabinet - 27 October 2011</b>									
SI age 40	<b>Progress Report on the Disabled People's Plan</b>	This report provides Cabinet with a performance update on the delivery of the Disabled People's Plan for 2010/11.	All		Cllr Philip Corthorne	SCH&H Dan Kennedy			
SI	<b>Older Peoples Plan - Update</b>	This report provides an update to Cabinet of the Older Peoples Plan for 2010/11.	All		Cllr Philip Corthorne / Cllr Ray Puddifoot	SCH&H Dan Kennedy	Engagement of Older People is integral to the development and delivery of the Plan.	The Older Peoples Plan	

## WORK PROGRAMME AND MEETING DATES IN 2011/12

**Contact Officer:** Charles Francis  
**Telephone:** 01895 556454

### REASON FOR ITEM

This report is to enable the Committee to review meeting dates and forward plans. This is a standard item at the end of the agenda.

### OPTIONS AVAILABLE TO THE COMMITTEE

1. To confirm dates for meetings
2. To make suggestions for future working practices and/or reviews.

### INFORMATION

All meetings to start at 7.00pm unless otherwise indicated.

Meetings	Room
21 June 2011	CR 5
6 July 2011	CR 5
31 August 2011	CR 5
12 October 2011	CR 5
8 November 2011	CR 5
8 December 2011	CR 5
25 January 2012	CR 5
14 February 2012	CR 5
22 March 2012	CR 5
19 April 2012	CR 5

Social Services, Health & Housing Policy Overview Committee

**2011/12 DRAFT Work Programme**

<b>Meeting Date</b>	<b>Item</b>
<b>21 June 2011</b>	Aims & Challenges
	Review Topics 2011/12
	Cabinet Forward Plan
	Work Programme for 2011/12

<b>6 July 2011</b>	Major Reviews in 2011/12 - Scoping Report and Discussions (Work Programme)
	Quarterly Performance and Budget Report
	Cabinet Forward Plan
	Work Programme for 2011/12

<b>31 August 2011</b>	Major Reviews in 2011/12 – First Review Witness Session 1 / Background report
	Cabinet Forward Plan
	Work Programme

<b>12 October 2011</b>	Major Reviews in 2011/12 – First Review Witness Session 2
	Annual Complaints Report - SSCH&H
	Safeguarding Vulnerable Adults – Annual Report
	Cabinet Forward Plan
	Work Programme



<b>8 November 2011</b>	Major Reviews in 2011/12 – First Review Information report & Witness Session 3
	Major Reviews in 2011/12 – Second Review Scoping report
	Update on previous review recommendations
	Cabinet Forward Plan
	Work Programme

<b>8 December 2011</b>	Major Reviews in 2011/12 – First Review Draft Report
	ASCHH Annual Performance Assessment
	Cabinet Forward Plan
	Work Programme

<b>25 January 2012</b>	Budget
	Cabinet Forward Plan
	Work Programme

<b>14 February 2012</b>	Major Reviews in 2011/12 – Second Review Witness Session 1
	Major Reviews in 2011/12 – First Review Final Report
	Cabinet Forward Plan
	Work Programme

<b>22 March 2012</b>	Major Reviews in 2011/12 – Second Review Witness Session 2
	Cabinet Forward Plan
	Work Programme

<b>19 April 2012</b>	Cabinet Forward Plan
	Work Programme
	Major Reviews in 2011/12 – Draft Final Report