



HILLINGDON
LONDON

A

Health and Social Care Select Committee

Date: THURSDAY, 19 JUNE 2025

Time: 6.30 PM

Venue: COMMITTEE ROOM 5 - CIVIC CENTRE

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Councillors on the Committee

Councillor Nick Denys (Chair)
Councillor Reeta Chamdal (Vice-Chair)
Councillor Tony Burles
Councillor Becky Haggar OBE
Councillor Kelly Martin
Councillor June Nelson
Councillor Sital Punja (Opposition Lead)

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Terms of Reference

Health & Social Care Select Committee

Portfolio(s)	Directorate	Service Areas
Cabinet Member for Health & Social Care	Adult Services & Health	Adult Social Work (incl. Direct Care and Business Delivery, Provider & Commissioned Care)
		Adult Safeguarding
		Hospital & Localities
		Adult Learning Disabilities & Mental Health
		Adult Social Services transport and travel
		Health & Public Health (incl. health partnerships, health inequalities & Health Control Unit at Heathrow)
		Health integration / Voluntary Sector
	Homes & Communities	The Council's Domestic Abuse services and support (cross-cutting)
		Services to asylum seekers

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Agenda

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Minutes**HEALTH AND SOCIAL CARE SELECT
COMMITTEE**

29 April 2025


HILLINGDON
LONDON
Meeting held at Committee Room 5 - Civic Centre

	<p>Committee Members Present: Councillors Nick Denys (Chair), Reeta Chamdal (Vice-Chair), Tony Burles, Philip Corthorne, Kelly Martin, June Nelson and Sital Punja (Opposition Lead)</p> <p>Also Present: Sean Bidewell, Assistant Director – Integration & Delivery / Acting Joint Borough Director, North West London Integrated Care System (NWL ICS) Sue Jeffers, Joint Lead Borough Director, North West London Integrated Care Board (NHS NWL ICB) Dr Alan McGlennan, Chief Medical Officer, The Hillingdon Hospitals NHS Foundation Trust Vanessa Odlin, Managing Director for Hillingdon and Mental Health Services, Goodall Division, Central and North West London NHS Foundation Trust (CNWL) Dr Ritu Prasad, Chair, Hillingdon GP Confederation Chris Reed, Hillingdon Group Manager, London Ambulance Service NHS Trust Derval Russell, Harefield Hospital Site Director, Royal Brompton and Harefield Hospitals - Guy's and St Thomas' NHS Foundation Trust Keith Spencer, Managing Director, Hillingdon Health and Care Partners (HHCP) Lesley Watts, Chief Executive Officer, The Hillingdon Hospitals NHS Foundation Trust / Chelsea & Westminster Hospital NHS Foundation Trust Lisa Taylor, Managing Director, Healthwatch Hillingdon</p> <p>LBH Officers Present: Martyn Storey (Head of Finance - Adult Social Care), Sandra Taylor (Corporate Director of Adult Services and Health) and Nikki O'Halloran (Democratic, Civic and Ceremonial Manager)</p>
70.	<p>APOLOGIES FOR ABSENCE <i>(Agenda Item 1)</i></p> <p>It was noted that Councillor June Nelson would be attending the meeting but was running a little late.</p>
71.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING <i>(Agenda Item 2)</i></p> <p>There were no declarations of interest in matters coming before this meeting.</p>
72.	<p>MINUTES OF THE MEETING HELD ON 25 MARCH 2025 <i>(Agenda Item 3)</i></p> <p>RESOLVED: That the minutes of the meeting held on 25 March 2025 be agreed as a correct record.</p>
73.	<p>EXCLUSION OF PRESS AND PUBLIC <i>(Agenda Item 4)</i></p> <p>RESOLVED: That all items of business be considered in public.</p>

74.	<p>HEALTH UPDATES (<i>Agenda Item 5</i>)</p> <p>The Chair welcomed those present to the meeting.</p> <p><u>Healthwatch Hillingdon (HH)</u></p> <p>Ms Lisa Taylor, Managing Director at HH, advised that HH had been focussing on completing the work that had been started in the previous year, including projects in relation to GP access, a review of the Pharmacy First scheme and children and young people's (CYP) mental health. The CYP mental health project had engaged with more than 500 young people to identify their needs and the barriers to accessing services and support so that improvements could be made for the future. Targeted work had been undertaken with a range of young people including those from the BAME community as well as those with autism and learning disabilities. Ms Taylor had been working closely with Ms Kim Rice and voluntary sector partners to implement improvements as well as on the development of Family Hubs and a directory of services. The final report included key recommendations and would be shared once published. It was agreed that the Committee would schedule an item on this for a future meeting where they would be able to refer to the report as well as the recommendations of its own review of CYP mental health.</p> <p>Ms Taylor noted that the review of GP access had been expanded to cover groups including travellers and asylum seekers and the report would be shared with the Committee once finalised. The review had looked at the availability and useability of digital appointments and the confusion around the number of these appointments that had been made available. There had also been some concern about GP continuity and barriers.</p> <p>It was noted that some residents had raised concerns about a rumour they'd heard that a staff consultation was underway in relation to the closure of Mount Vernon Hospital. Ms Lesley Watts, Chief Executive of The Hillingdon Hospitals NHS Foundation Trust (THH), advised that it was no secret that the Trust had had a deficit of £27m in the previous year and that £34m of unearned income would need to be used this year to balance the budget. As such, every service would need to be looked at.</p> <p>Ms Watts noted that the current waiting time at Hillingdon Hospital was unacceptable so consideration needed to be given to elements such as quality of care, resilience, etc. Discussions had recently taken place in relation to the Minor Injuries Unit at Mount Vernon Hospital and engagement with stakeholders about its future would be undertaken in due course.</p> <p>Dr Alan McGlennan, Chief Medical Officer at THH, advised that costs could be reduced by doing things more efficiently, but that services and processes still needed to be looked at differently. Changes would largely be prompted by service users but there would also be a need to reduce inequalities. Members were advised that there needed to be a focussed improvement in relation to Hillingdon Hospital's urgent care performance (which had not been great) but it was noted that planned care was going well and cancer treatment performance had improved.</p> <p>Members were aware that difficult decisions might need to be made but were disappointed that this had come to light through social media. Ms Watts would have preferred it if residents had contacted the Trust for clarification rather than speculating on social media and noted that the discussion about possibilities for Mount Vernon had only been undertaken today for the first time as the facts had now been gathered. The</p>
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Chair advised that he did not feel that the Committee had been bypassed but strongly expressed the need to ensure that Members were included in any engagement that was undertaken on changes to service delivery. Ms Watts advised that, now that the Trust had discussed the issue internally, it would be making arrangements for engagement processes which would include staff, Healthwatch and the Health and Social Care Select Committee.

Dr McGlennan advised that THH had been required to submit an activity plan after the start of the financial year so this is likely where the concerns raised on social media had originated from. However, the Trust would not have been able to take action any sooner than it had. A pace-based plan had been put together which covered Pembroke Centre as well as the middle and south of the Borough. Memoranda of Understanding were being developed for the integrated hubs which would include GPs and community staff.

Ms Taylor thanked Ms Watts and Dr McGlennan for the clarification which would enable Healthwatch to manage future conversations with residents on this matter. As this was likely to be the last Committee meeting that Ms Taylor attended, the Committee thanked her and her team for the wide-ranging and candid work that Healthwatch had undertaken.

The Hillingdon Hospitals NHS Foundation Trust (THH)

Ms Watts noted that it had been very busy in the Emergency Department (ED) at Hillingdon Hospital and that performance needed to be improved. Although there had been a lot of talk about things that had gone wrong, Dr McGlennan advised that the Trust attracted extraordinary clinicians and had undertaken some excellent research.

Members queried what concerns had been raised in the most recent staff survey. Ms Watts stated that more could be done to support staff in relation to bullying and harassment. A number of deep dives had already been undertaken to establish how staff felt about the support and development they received. Dr McGlennan noted that staff retention was quite stable, with some individuals having worked for the Trust for 35 years. However, whilst last year's survey had shown that some staff felt that they were overworked, this year there had been issues raised in relation to religion.

Ms Watts advised that there had been a reduction in the use of bank and agency staff where possible to reduce costs. However, bank and agency staff would still be used to ensure that the required safety levels were maintained. As everyone at the Trust did things that cost money, action was being taken to ensure that it was common knowledge that it was everyone's responsibility to reduce those costs.

There had been a number of changes implemented to improve performance in maternity services. Stronger governance had been put in place to gain a better understanding of the issues being faced, which had included antenatal care. There had been some learning around processes and action had been taken in relation to translation services.

It was recognised that the pressure on the ED at Hillingdon Hospital continued. Members queried what else the Trust could do to alleviate this pressure and questioned whether patients could be re-educated. Ms Watts advised that THH had been looking at how it could manage the front door and whether the most senior staff were needed to direct patients to alternative pathways. Currently, Dr McGlennan would go down to the ED in the morning and afternoon to improve the visibility of the

senior management team. There was a balance that needed to be struck between the number of residents that came through urgent care who could use alternative pathways and the Type 1 patients who really needed to be there (the three groups of patients that were best serviced through the ED were those: with frailty, with mental ill health and care home patients). The Trust was able to divert patients to the hubs and pharmacies but more options were needed.

The Trust was asked what action was being taken in conjunction with partners such as the North West London Integrated Care Board (NWL ICB), Central and North West London NHS Foundation Trust (CNWL), GPs and Hillingdon Health and Care Partners (HHCP) to address ED performance at Hillingdon Hospital. Dr Ritu Prasad, Chair of Hillingdon GP Confederation, advised that partners held regular meetings in relation to the same day urgent care service and hubs to prevent or resolve blockages in the system. Consideration was also being given to the use of things like intravenous antibiotics to ensure that patients were being seen quickly by the right people. Dr Prasad noted that the work in care homes was monitored on a regular basis, falls prevention work had been undertaken and mobile diagnostics had been piloted. Thought was now being given to neighbourhood hubs, reactive work and the hospital to identify any gaps and a meeting would take place the following day to identify pathways that would prevent hospital admission in the first place.

Members recognised the pressure experienced by staff in the ED caused by the volume of patients presenting at Hillingdon Hospital and queried whether there was any data available to show the number of patients presenting that could have used an alternative pathway. Ms Watts noted that it was difficult to ensure that the wider population only attended the ED when necessary but each attendance was coded so this information was available. It was noted that patients sometimes needed to wait a long time for treatments so they would end up in the ED, which was more resource hungry. Dr McGlennan advised that the ED was always open so individuals would go there if they were experiencing access problems as well as if they had received incorrect information or had not received any information at all (because it had been delayed). An integrated approach was needed to improving the healthcare system so that patients did not end up presenting at the ED.

With the uncertainty caused by the recent news that NWL ICB would need to reduce its costs by 50%, Members queried how this would work with regard to pooled budgets. Ms Sue Jeffers, Borough Director at NWL ICB, advised that the ICB had ambitions to have a pooled budget in place and work had started on maturity and development of the place based partnership. There had been a lot of communications about development at place level which was at an advanced stage in Hillingdon in comparison to the rest of London. Hillingdon was unique.

Members asked whether the abolition of NHS England (NHSE) and cuts at NWL ICB would impact on Hillingdon. Ms Watts advised that work was currently underway to identify duplication in services provided by the Department of Health and NHSE. There would be an impact on some individuals and there would be an impact on the way that some things were delivered so it would be important to work together to spread the responsibility.

Ms Jeffers noted that direction on how to respond to the requirement to reduce costs would be available within the next few weeks. NWL ICB had the strategic commissioning role so the development and delivery of local services would be led and driven locally.

Members asked whether the Committee and other stakeholders would be involved in the conversations about how the ICB was going to work once it had halved its budget. Ms Jeffers confirmed that she would pass this query back to NWL ICB. Ms Sandra Taylor, the Council's Corporate Director of Adult Social Care and Health, advised that the structure in Hillingdon was strong and would be able to carry partners through the changes to the ICB but that this would be difficult for adult social care. It would be important to get the best outcome for residents within the resources that were available. As it was no longer about savings (the money just wasn't there to spend anymore), everything would need to be reviewed.

Central and North West London NHS Foundation Trust (CNWL)

Ms Vanessa Odlin, Managing Director – Goodall Division at CNWL, advised that the Integrated Neighbourhood Teams included community physical health, district nursing, physiotherapy and mental health. She noted that a population health management approach had been taken with regard to the new dementia care pathway and that action would need to be taken to ensure that CAMHS was integrated into the Family Hubs.

There were still pressures at Hillingdon Hospital ED with regard to mental health presentations where patients were waiting long periods for services – 20 people had waited for more than 20 hours for mental health support in the ED. Although the Lighthouse was an alternative service for mental health patients, there were only four spaces and the flow needed to be improved. Alternative crisis places such as Cove and Retreat (which now had recurrent funding) were available and the St Charles walk-in Mental Health Crisis Assessment Service (MHCAS) was available to Hillingdon residents.

Some focussed work had been undertaken in relation to older adults' mental health. New advice and guidance services had been provided for GPs and others to reduce the number of referrals to the community nursing team. The integrated pathway aimed to provide a seamless approach to referrals.

A collaboration agreement had been made with the local authority to provide the 0-19 service and the mental health in schools support was now being expanded to another five schools (in addition to the original five schools). Ms Odlin advised that additional funding would be needed if the service was expanded to all schools. Members queried how this service in schools was currently being administered, as there seemed to be such a long wait for children and young people to see a practitioner, and how schools were being helped to deal with the issue. Ms Odlin advised that there were only enough resources to support 60% of schools. The mental health in schools teams were running sessions with pupils in schools and ensured that teachers were aware of what support was available. However, if this was not happening, CNWL needed to know.

The Discovery College had been launched for young people aged 16-25. Ms Oldin would send details of this initiative, which aimed to support recovery from mental health issues such as depression and anxiety, to the Democratic, Civic and Ceremonial Manager for circulation to the Committee.

A request was made for more information in relation to the ARCH service (Addiction, Recovery, Community Hillingdon). It was agreed that an ARCH site visit be arranged for Members of the Committee.

The London Ambulance Service NHS Trust (LAS)

Mr Chris Reed, Hillingdon Group Manager, advised that the LAS had a large number of networks to support staff including groups for women, BAME and faith groups, and groups for those who had been in the armed forces. These groups fostered inclusion and empowered staff.

Members were advised that, about seven months ago, a new decentralised holistic operating model had been piloted in Hillingdon. This system allowed crews to be paired up locally (which meant that they were happier) and they were seeing an average increase of 0.65 patients per ambulance per day. As the pilot had been so successful, this local delivery model was now being rolled out Trust-wide. Performance in relation to Category 1 patients continued to be very good at 7 minutes 11 seconds but Mr Reed was conscious that more could still be done.

The most recent staff survey results had been published with a response rate of 80.4% in Hillingdon (the London average was 70.2%). Mr Reed noted that assaults against staff continued to be a challenge and sexual assaults were now being more widely reported. Staff were provided with training to deescalate situations but abuse of staff was still a regular problem in Hillingdon and across London with instances being formally recorded on the RADAR system (previously DATIX). Situations with patients could sometimes be difficult because they might need care but were being told that conveyance to the ED was not the most appropriate solution. Staff sickness continued to be an ongoing challenge and, although stress and musculoskeletal issues continued to be an issue, equipment had been introduced to prevent strain.

It was noted that calls continued to be reviewed to ensure that the right patients were being taken to the ED and to identify alternative care pathways (ACPs) for those that didn't need to be conveyed. Decisions were not necessarily always right but it was thought that this would improve with more experience. The clinical hub in Waterloo screened the calls for "hear and treat" to determine when patients did not need to be sent to the ED. Ambulance staff were equipped with tablets which were also helpful but education was key – there were some young clinicians at various grades who needed to become more aware of (and confident to use) the ACP options that were available. Ms Watts advised that international nurses would also benefit from more education and there needed to be a wider knowledge about initiatives such as the ability to give intravenous antibiotics in nursing homes.

Mr Reed advised that some of the services that the LAS might want to use had limited opening times. In addition, it could be challenging dealing with the gatekeepers to some of the clinicians that they needed to access to be able to give a safe handover.

North West London Integrated Care Board (NWL ICB)

Ms Sue Jeffers, Borough Director at NWL ICB, advised that the report on the agenda had included an update on the performance of the place based partnership. NWL performance against the 90% target for the two-hour urgent community response rate was 85.5%, with Hillingdon performing slightly lower than that at 84.8%. Hillingdon had also achieved 62.5% in relation to eligible female patients who had received a cervical cancer screening within that last 3.5 years against a target of 80% (this performance was better than the NWL average of 55.9%). These were the only two performance metrics that had been rated amber with all others being rated as green.

Work would start on the demolition of the old wings of the Northwood and Pinner

cottage hospital with a groundbreaking ceremony on 7 May 2025 - the rebuild and refurbishment was expected to be completed by May 2026. Services would then relocate from Northwood Health Centre and other locations into the new building in July 2026.

Hillingdon had three Integrated Neighbourhood Teams (INTs) which had each adopted localised strategies to target their own Core 20+5 groups. Dr Ritu Prasad, Chair of Hillingdon GP Confederation, advised that the three neighbourhoods would be focussing on priorities for Hillingdon as well as London priorities and national priorities. In the south of the Borough the focus would be on children and young people's health and in the north the focus would be on frailty and respiratory issues in older people.

A targeted oral health programme (Healthy Smiles Hillingdon) had been initiated that focussed on children aged 2-4 living in deprived areas (Core 20). The programme focused on families whose economic, social and environmental circumstances or lifestyle placed children at high risk of poor oral health or made it difficult for them to have a healthy diet and lifestyle, maintain good oral hygiene and have access to dental services. A range of preventative and active work had been undertaken.

With regard to primary care access, although there had been a 9% increase in the number of GP appointments available, residents continued to find the process of booking GP appointments challenging. This was particularly stressful when they were seeking care quickly and could end up presenting at the ED or urgent treatment centre if they were unable to get through. The NWL ICB 2025/26 access service specification objectives had been set and would focus on improved patient satisfaction, making best use of clinical time, improved continuity and patients' empowerment. It was anticipated that this would include 17.1m GP appointments for the year.

The Chair advised that some of the Committee Members had met with NHS partners at the Pembroke Centre on 23 April 2025. A copy of the brief notes from that visit would be attached to the minutes.

Nine Community Champions had been recruited as part of a volunteer led initiative to empower local residents to support health improvement efforts, starting initially in the south of the Borough and then moving to Harefield where there were hidden pockets of deprivation. The Champions had engaged with more than two hundred residents through workshops, events and outreach. Members were keen to see the development of the Community Champions and the evaluation that Brunel University had been commissioned to undertake - the final report was expected to be available in November 2025. Ms Jeffers advised that the model had been initiated in Brazil and then picked up by Westminster City Council where it had been a great success. Brunel would be able to assess the success of the Hillingdon model against the model used in Westminster.

Royal Brompton & Harefield Hospitals (RBH), Guy's & St Thomas' NHS Foundation Trust

Mrs Derval Russell, Harefield Hospital Site Director at RBH, advised that elective activity had been lower over the last few months as a result of a cyber attack. She noted that, in March 2025, there had been one patient who had waited over 65 weeks but that this had been because the patient has asked to defer their appointment date.

With regard to diagnostics, work had been undertaken with echocardiograms to try to speed up discharge. Performance around sleep studies remained a concern with

around 60% of patients being seen within six weeks – action continued to be taken to improve this performance.

Harefield Hospital continued to lead the West London scan review meetings in relation to the Lung Cancer Screening Programme. Since its inception, the Programme had diagnosed around 6,000 new cancer cases, 76% of which had been diagnosed at an early stage that may not have been detected without the Programme. Harefield Hospital had also now started to screen scans for GPs surgeries in Kingston and Harrow and would be providing additional CT scan capacity for this Programme.

In 2024/25, Harefield Hospital performed 36 heart transplants (the highest carried out by a transplant centre in the UK) and 26 lung transplants. These figures were lower than they had been ten years ago because there had been significant improvements in the effectiveness of the drugs available which prevented the need for transplant.

Harefield Hospital would be celebrating thirty years of Mechanical Circulatory Support (MCS) in the summer. The MCS device supported heart function when the heart was not working properly and could be used for short or long term support. Harefield's Heart Attack Centre had been identified as best in class for door to balloon times (under 60 minutes) and third in the country for call to balloon times (under 150 minutes).

Mrs Russell advised that Harefield Hospital's Clinical Strategy continued to be developed and she hoped to be able to provide a fuller update on this at the meeting on 11 November 2025.

RESOLVED: That:

1. **CYP mental health be included as an item on a future agenda for discussion;**
2. **Ms Sue Jeffers ask NWL ICB whether the Committee and other stakeholders would be involved in the conversations about how the ICB was going to work once it had halved its budget;**
3. **Ms Vanessa Oldin send details of the Discovery College initiative to the Democratic, Civic and Ceremonial Manager for circulation to the Committee;**
4. **Ms Vanessa Oldin liaise with the Democratic, Civic and Ceremonial Manager to arrange a site visit for the Committee to ARCH;**
5. **Mrs Derval Russell provide an update on Harefield Hospital's Clinical Strategy at the meeting on 11 November 2025; and**
6. **the discussion be noted.**

75. BUDGET - VERBAL UPDATE (Agenda Item 6)

Ms Sandra Taylor, Corporate Director of Adult Social Care and Health, advised that the Council's other Select Committees had discussed the information that they would like to receive at future meetings in relation to the budget. A report had been circulated which provided information about the spend and activity within the services provided within the Committee's remit as well as how the budget would be set. Ms Taylor noted that the Council was about to close last year's budget and she would report on the outturn at the Committee's June meeting.

Members were advised that the Council worked on a forecasting model which was based on demographic growth, costs, etc. Since the pandemic, it had become difficult

to forecast as the pressure on services had increased so the Council was unable to predict who would want to use its services or when.

Ms Taylor noted that inner London boroughs were placing residents in Hillingdon care homes (an outer London borough) which created challenges in the care market and with the cost of care locally. The impact of the increase in employers' national insurance contributions and national living wage had meant that social care providers had been asking for significant increases in fees. However, the Council already paid a fair rate for care which had been driven by market forces / demand.

The Council had been prudent in creating its own care home places and Ms Taylor hoped to be able to go into more detail about this at the meeting on 19 June 2025 as well as the operating model for the future care of Hillingdon residents. It was important that the Council was able to place residents locally in Hillingdon.

There were a large number of care providers in Hillingdon (the Borough had the highest number of care home places in London). The price of care used to be determined by the West London Framework but the Framework fell apart during the pandemic and providers no longer had the appetite for it. As Hillingdon was an outer London borough and had a lower price per bed, around 50% of care home beds locally were occupied by people from outside of the Borough.

Ms Taylor advised that the savings target for her Directorate needed to address costs in relation to staff and care provision. To achieve this, she had been working with providers and the Association of Directors of Adult Social Services (ADASS) on how this could best be achieved. Hillingdon adult social care had had some positive outcomes in relation to low spend, providing excellent value for money per head of population. The reablement services in Hillingdon had been provided at low cost, with 90% of service users needing no ongoing care needs. However, further efficiencies were still needed.

Members were advised that the Council had reduced the amount of agency staff being used but that it still had a statutory duty to provide services. As such, the Council would not be able to go over and above all of the time but still needed to meet demand in a safe way that did not negatively affect the 'Good' CQC rating that the service had achieved. Ms Taylor advised that budget managers monitored and managed monthly income and expenditure reports on the finance system. These reports were available weekly if required and provided a RAG rating for each quarter to see how the Directorate was doing. If the savings were not achieved as expected, action would need to be taken to find the savings elsewhere.

At the meeting on 19 June 2025, Members would receive information about projects that had started. Consideration would also need to be given to how the Directorate's £7m savings target would be achieved whilst also accommodating £5m of growth to cover the increased demand for adult social care and public health services.

Mr Martyn Storey, the Council's Head of Finance – Adult Social Care, advised that the 2024/25 accounts were currently being closed. The staffing spend was very detailed and even more detailed information was available. The risk of slippage, and actual slippage, would need to be monitored. Increasing internal capacity would help but there were associated risks.

It was noted that specific scrutiny training was being organised for Members in late

May / early June 2025 for them to be able to scrutinise the budgets within their Committee's remit. The Chair requested that a specific section on scrutinising health and social care budgets be included in the training.

Members queried whether the announcement earlier this year that the North West London Integrated Care Board (NWL ICB) would need to reduce its costs by 50% would impact on adult social care in Hillingdon. Ms Taylor advised that this would have an impact as the NWL ICB directly commissioned services that benefitted Hillingdon residents. With regards to the Better Care Fund, the NWL ICB financial challenges meant that changes had been proposed in relation to the additional funding. If changes were made to the wider system, they would likely impact on Hillingdon's social care services. As such, it would be important to retain 'place' integrity. The BCF Plan had not yet been signed off so a better discussion about the issue would be possible at the meeting on 19 June 2025.

Members asked that the budget reports received by the Committee identify spend on statutory responsibilities and discretionary spend along with how the statutory duties were delivered (or how they could be delivered differently). Ms Taylor advised that it was not always that straight forward. Mr Storey explained that, for example, the Care Act placed a statutory duty on local authorities to provide preventative services which, of themselves, were not statutory services.

It was suggested that a key be included on future reports to highlight which figures were income and which were expenditure. Members also asked that the information be broken down by statutory and discretionary spend. Ms Taylor noted that there had been some challenges with regard to the Oracle system and a task force had been working on it to ensure that it was ready for June 2025. The actuals and outturn were needed and the staff structure changes that were made last year needed to be reflected in the system.

There had been a significant improvement in the data that was available over the last year which gave officers better tools for forecasting. Working through the budget, the biggest expenditure had been in relation to placements so growth against the number of people who would draw against this budget needed to be monitored closely. The numbers needed to be stabilised as growth had been higher in the last year.

Members queried where budget transfers were coming from. It was recognised that slippage into next year's budget was not an option. Adult social care was the highest spending Directorate in the whole of the Council and continued to be a huge challenge.

Ms Taylor noted that there had been a five year plan to improve elective surgery performance post pandemic. There had been some positive implications in adult social care from this push (reduced demand for services from this cohort) as action was being taken to drive early intervention and prevention.

RESOLVED: That:

- 1. Ms Sandra Taylor attend the next meeting on 19 June 2025 to provide Members with an update on the budget and other information as agreed during the meeting; and**
- 2. the discussion be noted.**

76.	CABINET FORWARD PLAN MONTHLY MONITORING (Agenda Item 7)
Consideration was given to the Cabinet Forward Plan.	

	RESOLVED: That the Cabinet Forward Plan be noted.
77.	<p>WORK PROGRAMME <i>(Agenda Item 8)</i></p> <p>Consideration was given to the Committee's Work Programme. It was agreed that the outstanding updates on the implementation of recommendations from past review be circulated to Members outside of the formal meetings with the exception of CAMHS. The Committee agreed that it would like an update on CAMHS at either its meeting on 22 July 2025 or 16 September 2025.</p> <p>The Chair noted that this would be Councillor Corthorne's last Health and Social Care Select Committee meeting before he took up the position of Mayor at the next Council meeting. The Committee wished him well.</p> <p>RESOLVED: That:</p> <ol style="list-style-type: none"> 1. outstanding updates on the implementation of recommendations from past reviews be circulated to Members outside of the meetings; 2. an update on the implementation of the recommendations from the CAMHS review be included on the agenda for the meeting on either 22 July 2025 or 16 September 2025; and 3. the discussion be noted.
	MINUTE ANNEX A - PEMBROKE CENTRE SITE VISIT NOTES
	The meeting, which commenced at 6.30 pm, closed at 9.12 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Nikki O'Halloran on nohalloran@hillingdon.gov.uk. Circulation of these minutes is to Councillors, officers, the press and members of the public.

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Minute Annex A

THE PEMBROKE CENTRE SITE VISIT

10am Tuesday 23 April 2025

MEMBERS PRESENT: Councillors Nick Denys (Chair), Reeta Chamdal (Vice Chair), Tony Burles, June Nelson, Sital Punja (Opposition Lead)

- Paediatric Type 1 diabetes – this was on the increase in Hillingdon but not much could be done about this.
- Paediatric Type 2 diabetes – this was also on the rise in Hillingdon but was linked to obesity and needed to be addressed. This could be the subject of a possible recommendation for the adult social care early intervention and prevention review as it was often the parents' cooking habits and lifestyle that impacted on the children.
- Digital Information – a shared digital space was needed to house information that would be available to anyone who wanted to know where to go locally for a specific health issue.
- Menopause – updates were available to GPs but it would be useful for information / awareness training to be made available to more people either at work or at home as this was something that would touch everyone irrespective of gender.
- Funding – it would be really useful to have more longevity with regarding to the availability of funding for different projects (funding for one or two years was very disjointed).
- Left Shift – more coordination and joined up work was being undertaken to take things / services / money from the hospital and into the community.
- Neighbourhood Hubs – these were essentially buildings that brought various services together which benefitted patients.
- Community Diagnostics – community diagnostics were needed to prevent patients from going to hospital. Although it was a decision for NWL ICB, a site needed to be identified in the south of the Borough and then needed to be signed off.

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Agenda Item 4



HILLINGDON
LONDON

Minutes

HEALTH AND SOCIAL CARE SELECT COMMITTEE

8 May 2025

Meeting held at Council Chamber - Civic Centre,
High Street, Uxbridge UB8 1UW

	<p>Committee Members Present: Councillors Nick Denys (Chair), Reeta Chamdal (Vice-Chair), Tony Burles, Becky Haggar, Kelly Martin, June Nelson and Sital Punja (Opposition Lead)</p> <p>LBH Officers Present: Nikki O'Halloran (Democratic, Civic and Ceremonial Manager)</p>
1.	<p>ELECTION OF CHAIR (<i>Agenda Item 1</i>)</p> <p>RESOLVED: That Councillor Nick Denys be elected as the Chair of the Health and Social Care Select Committee for the 2025/26 municipal year.</p>
2.	<p>ELECTION OF VICE CHAIR (<i>Agenda Item 2</i>)</p> <p>RESOLVED: That Councillor Reeta Chamdal be elected as the Vice Chair of the Health and Social Care Select Committee for the 2025/26 municipal year.</p>
	<p>The meeting, which commenced at 8.55 pm, closed at 9.05 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Nikki O'Halloran on nohalloran@hillingdon.gov.uk. Circulation of these minutes is to Councillors, officers, the press and members of the public.

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Agenda Item 6

HILLINGDON HOSPITAL REDEVELOPMENT UPDATE

Committee name	Health and Social Care Select Committee
Officer reporting	Jason Seez, The Hillingdon Hospitals NHS Foundation Trust
Papers with report	None
Ward	All

HEADLINES

This report provides an executive summary of the Hillingdon Hospital redevelopment programme, covering progress to date and next steps.

RECOMMENDATION

That the Health and Social Care Select Committee notes the report.

SUPPORTING INFORMATION

Hillingdon will proceed as a wave 1 scheme, with construction expected to start in 2027/28 and a capital envelope of £1-1.5bn - the Hillingdon Hospital's redevelopment will be part of the initial phase of hospital rebuilds and will act as a testbed for future hospital redevelopments in England, this places an additional expectation and focus on this overall programme.

The redevelopment is alongside the seven high priority RAAC (reinforced autoclaved aerated concrete) hospitals; Hillingdon Hospital is one of a small number of schemes that have been selected to proceed in wave 1 and the only one in London.

Following the Government announcement, The Hillingdon Hospitals NHS Foundation Trust (THH) received a letter from the Minister of State for Health confirming its status as a wave 1 scheme and setting out the following expectations of the Trust:

- Develop a Hospital 2.0 compliant design (NHP's standardised approach to design);
- Engage and gain support from Local Authority planners for the H2.0 compliant design; and
- Move forward with the Outline Business Case (second stage of the three stage business case process for major construction schemes in the NHS) supported by a programme plan to be agreed by March 2025.

Latest developments - key progress

Site Preparation

- An integrated approach to site clearance, the Integrated Site Clearance Programme (ISCP), is being led by the Redevelopment Estates Lead and comprises the enabling and decant schemes and the BAU site moves, including any known gaps in terms of BAU site moves.
- The integrated plan (including recommended solutions for gaps) is informing onward activity through collaborative and integrated working between Redevelopment Estates workstream and Trust BAU teams (clinical, operational and estates / capital planning).

Progress the enabling and decant programme in support of a cleared site in 2027, including:

- Completion of the Furze refurbishment by October 2025;
- Agreement and completion of the next phase of works to support the new power supply; and
- Conclusion of the New Hospital Programme (NHP) / NHS England assurance process for the remaining enabling and decant business cases to ensure a cleared site for the new build.

Programme development

- The Trust has received details of budget and the target Gross Internal Floor Area which will form the basis of the redevelopment scheme. A suitable schedule of accommodation, describing the content and spaces in the hospital, is being finalised.
- Work has progressed with the New Hospital Programme to align the schedule of accommodation with the budget available. Validation and sign off of this process is expected by mid-July 2025.
- Work has started on enabling strategies: including the revised Digital Strategy, Facilities Strategy and Workforce Strategy. Work is expected to commence on the Target Operating Model over summer 2025.
- The design refresh is due to commence in July 2025.

The Trust is working with the New Hospital Programme to develop the detailed programme of works. Draft milestones at this stage are indicated below:

Design refresh begins	July 2025
Contractor selection and onboarding	Early 2026
Outline Business Case submission	October 2026
Full Business Case submission	March 2028
Construction	2028 - 2032
Hospital available to patients	Early 2033

Contractor selection

The New Hospital Programme has commenced a procurement process to appointment 10 contractors to the new Hospital 2.0 Alliance (H2A) framework. This £37 billion, multi-supplier framework agreement will be used by Trusts to appoint Alliance Partners who will provide the detailed design, construction and handover of individual New Hospital Programme schemes between 2025 and 2040. The Hospital 2.0 Alliance will play a critical role in transforming healthcare infrastructure to deliver hospitals that are faster to build, safer for patients and staff, digitally enabled and the best value for money for the taxpayer. NHP is on track to award places on the Hospital 2.0 Alliance framework in Q4 of 2025.

The Trust will provide a scheme prospectus to be matched to a contractor through collaborative allocation in due course.

Community Engagement

THH will continue to engage with staff, patients and the local community to gather input and provide updates on the hospital redevelopment. There has been support and collaboration on a broader engagement road map with input from Hillingdon Council, Healthwatch and wider

voluntary charity sector leveraging on the local relationships. Work to reset the relationships with the Trust, and particularly stakeholder management, has been key in strengthening partnership working in the Borough.

Anchor Institution - Business and Academic Community

We have proactively connected with Brunel University in being a key partner to the hospital rebuild and the opportunities that lie ahead with employment and education pathways. Hillingdon Chamber of Commerce has also welcomed us to connect their series of upcoming events and be part of their broader network with Heathrow Business Summit and Heathrow's Lift Off Programme.

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Agenda Item 7

Review of Adult Social Care Early Intervention and Prevention – 3rd Witness Session

Committee name	Health and Social Care Select Committee
Officer reporting	Gavin Fernandez – Adult Social Care and Health, Hillingdon Council Gary Collier – Adult Social Care and Health, Hillingdon Council
Papers with report	None
Ward	All

HEADLINES

1. At the first witness session for the Adult Social Care early intervention and prevention review on the 25th February 2025 the Committee was made aware that a range of new early intervention and prevention contracts were scheduled to be awarded by Cabinet in March 2025 following a competitive tender exercise. The Committee agreed that the new providers be invited to a future meeting to describe the services and how they will support the independence of our residents. The new contracts brought to the Committee's attention were:
 - Information, Advice, Guidance and Wellbeing Support Service
 - Mental Health Early Intervention and Prevention Programme
 - Carer Support Service
2. At the third witness session the Committee will have the opportunity to explore in more depth the Information, Advice, Guidance and Wellbeing Support and Mental Health Early Intervention and Prevention Programme Services. It is proposed that the Carer Support Service be considered at the Committee's October meeting, which will align with the annual report to Cabinet on support provision for carers. This would inform any comments that Members may wish to add to the annual update report to Cabinet.
3. The third witness session will be attended by the following external witnesses:
 - **Information, Advice, Guidance and Wellbeing Support Service** Julian Lloyd
Chief Executive
Age UK Hillingdon, Harrow and Brent
 - **Mental Health Early Intervention and Prevention Programme** Evelyn Cecil
Assistant Chief Executive Officer &
Head of Mental Health Services
Hillingdon Mind
 - **Baljit Badesha**
Chief Executive
Nucleus Legal Advice Centre

Gordon Milne
Employment Support Officer
Hillingdon Mind

Nikki White
Social Worker
Hillingdon Mind

RECOMMENDATIONS

That the Committee:

- a) Question witnesses on their presentations.**
- b) Question officers on any commissioning or contracting issues.**

SUPPORTING INFORMATION

Information, Advice, Guidance and Wellbeing Support Service

1. At its meeting on the 13th March 2025 Cabinet awarded a contract for the provision of the Information, Advice, Guidance and Wellbeing Support Service to Age UK Hillingdon, Harrow and Brent as lead provider on behalf of the Hillingdon Advice Partnership (HAP), which also includes local third sector organisations such as Bell Farm Christian Centre, Disablement Association Hillingdon (DASH) and Nucleus Legal Advice Centre. The contract is for a five-year period from 2nd June 2025 but with an option to extend for up to three further years, i.e., a maximum of eight years.
2. The total value of the contract for the initial five-year period is £3,749,157 (or £749,831.32 per year). The total value for the extension period would be £2,249,494. The total potential value of the contract would therefore be £5,998,651.

Suggested Key Lines of Enquiry

3. Lines of enquiry that the Committee may wish to explore include:
 - a) What will the service deliver and to whom?
 - b) How will the service be delivered? What are the advantages of the service delivery approach for Hillingdon's residents?
 - c) How will new technology and other innovative approaches improve access, including to Hillingdon's most vulnerable residents?
 - d) How does the provider propose to manage demand over the lifetime of the contract?
 - e) What challenges and opportunities do the provider envisage arising during the lifetime of the contract?
 - f) How will the effectiveness of the service be measured?

Mental Health Early Intervention and Prevention Programme

4. The March 2025 Cabinet meeting also awarded a five-year contract for the provision of a Mental Health Early Intervention/ Prevention Programme (ASC) to Hillingdon Mind for a five-year period from 4th April 2025 with the option to extend for a further three years. The total value of the contract for the initial five years is £1,115,000. The value of the extension period would be £690,000. The total potential value of the contract would therefore be £1,805,000.

Suggested Key Lines of Enquiry

5. Lines of enquiry that the Committee may wish to explore include:
 - a) What will the service deliver and to whom?
 - b) How will the service be delivered? What are the advantages of the service delivery approach for Hillingdon's residents?
 - c) How will the service work with community mental health services?
 - d) How will new technology and other innovative approaches improve access?
 - e) How does the provider propose to manage demand over the lifetime of the contract?
 - f) What challenges and opportunities do the provider envisage arising during the lifetime of the contract?
 - g) How will the effectiveness of the service be measured?

LEGAL IMPLICATIONS

6. There are no legal implications arising from this report.

FINANCIAL IMPLICATIONS

7. The contract-related costs of the contracts are addressed in the body of the report. There are no direct financial implications arising from this report.

BACKGROUND PAPERS

None

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CABINET FORWARD PLAN

Committee name	Health and Social Care Select Committee
Officer reporting	Nikki O'Halloran, Democratic Services
Papers with report	Appendix A – Latest Forward Plan
Ward	As shown on the Forward Plan

HEADLINES

To monitor the Cabinet's latest Forward Plan which sets out key decisions and other decisions to be taken by the Cabinet collectively and Cabinet Members individually over the coming year. The report sets out the actions available to the Committee.

RECOMMENDATION

That the Health and Social Care Select Committee notes the Cabinet Forward Plan.

SUPPORTING INFORMATION

The Cabinet Forward Plan is published monthly, usually around the first or second week of each month. It is a rolling document giving the required public notice of future key decisions to be taken. Should a later edition of the Forward Plan be published after this agenda has been circulated, Democratic Services will update the Committee on any new items or changes at the meeting.

As part of its Terms of Reference, each Select Committee should consider the Forward Plan and, if it deems necessary, comment as appropriate to the decision-maker on the items listed which relate to services within its remit. For reference, the Forward Plan helpfully details which Select Committee's remit covers the relevant future decision item listed.

The Select Committee's monitoring role of the Forward Plan can be undertaken in a variety of ways, including both pre-decision and post-decision scrutiny of the items listed. The provision of advance information on future items listed (potentially also draft reports) to the Committee in advance will often depend upon a variety of factors including timing or feasibility, and ultimately any such request would rest with the relevant Cabinet Member to decide. However, the 2019 Protocol on Overview & Scrutiny and Cabinet Relations (part of the Hillingdon Constitution) does provide guidance to Cabinet Members to:

- Actively support the provision of relevant Council information and other requests from the Committee as part of their work programme; and
- Where feasible, provide opportunities for committees to provide their input on forthcoming executive reports as set out in the Forward Plan to enable wider pre-decision scrutiny (in addition to those statutorily required to come before committees, *i.e. policy framework documents* – see paragraph below).

As mentioned above, there is both a constitutional and statutory requirement for Select Committees to provide comments on the Cabinet's draft budget and policy framework proposals after publication. These are automatically scheduled in advance to multi-year work programmes.

Therefore, in general, the Committee may consider the following actions on specific items listed on the Forward Plan:

	Committee action	When	How
1	To provide specific comments to be included in a future Cabinet or Cabinet Member report on matters within its remit.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide its influence and views on a particular matter within the formal report to the Cabinet or Cabinet Member before the decision is made.</p> <p>This would usually be where the Committee has previously considered a draft report or the topic in detail, or where it considers it has sufficient information already to provide relevant comments to the decision-maker.</p>	<p>These would go within the standard section in every Cabinet or Cabinet Member report called "Select Committee comments".</p> <p>The Cabinet or Cabinet Member would then consider these as part of any decision they make.</p>
2	To request further information on future reports listed under its remit.	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to discover more about a matter within its remit that is listed on the Forward Plan.</p> <p>Whilst such advance information can be requested from officers, the Committee should note that information may or may not be available in advance due to various factors, including timescales or the status of the drafting of the report itself and the formulation of final recommendation(s). Ultimately, the provision of any information in advance would be a matter for the Cabinet Member to decide.</p>	<p>This would be considered at a subsequent Select Committee meeting. Alternatively, information could be circulated outside the meeting if reporting timescales require this.</p> <p>Upon the provision of any information, the Select Committee may then decide to provide specific comments (as per 1 above).</p>
3	<p>To request the Cabinet Member considers providing a draft of the report, if feasible, for the Select Committee to consider prior to it being considered formally for decision.</p>	<p>As part of its pre-decision scrutiny role, this would be where the Committee wishes to provide an early steer or help shape a future report to Cabinet, e.g., on a policy matter.</p> <p>Whilst not the default position, Select Committees do occasionally receive draft versions of Cabinet reports prior to their formal consideration. The provision of such draft reports in advance may depend upon different factors, e.g., the timings required for that decision. Ultimately any request to see a draft report early would need the approval of the relevant Cabinet Member.</p>	<p>Democratic Services would contact the relevant Cabinet Member and Officer upon any such request.</p> <p>If agreed, the draft report would be considered at a subsequent Select Committee meeting to provide views and feedback to officers before they finalise it for the Cabinet or Cabinet Member. An opportunity to provide specific comments (as per 1 above) is also possible.</p>
4	To identify a forthcoming report that may merit a post-decision review at a later Select Committee meeting	<p>As part of its post-decision scrutiny and broader reviewing role, this would be where the Select Committee may wish to monitor the implementation of a certain Cabinet or Cabinet Member decision listed/taken at a later stage, i.e., to review its effectiveness after a period of 6 months.</p> <p>The Committee should note that this is different to the use of the post-decision scrutiny 'call-in' power which seeks to ask the Cabinet or Cabinet Member to formally re-consider a decision up to 5 working days after the decision notice has been issued. This is undertaken via the new Scrutiny Call-in App members of the relevant Select Committee.</p>	<p>The Committee would add the matter to its multi-year work programme after a suitable time has elapsed upon the decision expected to be made by the Cabinet or Cabinet Member.</p> <p>Relevant service areas may be best to advise on the most appropriate time to review the matter once the decision is made.</p>

BACKGROUND PAPERS

- [Protocol on Overview & Scrutiny and Cabinet relations adopted by Council 12 September 2019](#)
- [Scrutiny Call-in App](#)

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Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
JUNE 2025												
23	Annual Performance Report	Cabinet will receive an annual report performance report, setting out how the Council is delivering on key service metrics and the Council Strategy.	All		26 June			All Cabinet Members	All	Ian Kavanagh	Matthew Wallbridge	Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		26 June			TBC	TBC	Democratic Services	N/A	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		26 June			TBC	TBC	Democratic Services	TBC	Public
13 Page 29	Award of Contracts: Statutory Advocacy and Best Interest Assessments	Cabinet Members will consider procurement arrangements for statutory adult social care services, in particular in respect of advocacy which provides support to individuals in understanding and exercising their rights and making informed decisions and Best Interest Assessments which evaluate whether it is in the best interests of a person lacking capacity to be deprived of their liberty for their safety and well-being.	N/A		June			Cllr Ian Edwards - Leader of the Council / Cllr Jane Palmer - Health & Social Care	Health & Social Care	Graham Puckering / Sally Offin	Sandra Taylor	Private (3)
JULY 2025												
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		24 July			TBC	TBC	Democratic Services	N/A	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		24 July			TBC	TBC	Democratic Services	TBC	Public
AUGUST 2025												
SI	Cabinet decisions by the Leader of the Council	As there is no Cabinet meeting in August, the Leader of the Council may take decisions on behalf of the Cabinet. These will be notified and reported for ratification and public record.	Various		Aug-25			Cllr Ian Edwards - Leader of the Council	TBC	Democratic Services		Public / Private - TBD
SEPTEMBER 2025												

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
60	Social Care Catering Services	Cabinet will consider contracts for the award of Social Care Catering Services, within the Extra Care Services.	N/A	NEW ITEM	18 September			Cllr Jane Palmer - Health & Social Care	Health & Social Care	Tanya Bedoyian . Jan Major	Sandra Taylor	Private (3)
26	Contracts for supported living for those with mental health support needs	Cabinet will consider the relevant procurement decisions in respect of care and support services in supported living for those with mental health support needs.	All		18 September			Cllr Jane Palmer - Health & Social Care	Health & Social Care	Graham Puckering / Sally Offin	Sandra Taylor	Public
SI	Carers Strategy Update	Cabinet will receive a progress report on the Carers Strategy and Delivery Plan and the priorities going forward.	All		18 September			Cllr Jane Palmer - Health & Social Care	Health & Social Care	Gary Collier	Sandra Taylor	Public
SI Page 30	Better Care Fund Section 75 Agreement	Cabinet will be asked to agree the agreement under section 75 of the National Health Service Act, 2006, between the Council and North West London Integrated Care that will give legal effect to the financial and partnership arrangements under the 2025/26 Better Care Fund Plan. This plan aims to support the independence of residence and prevent escalation of health and care needs.	All		18 September			Cllr Jane Palmer - Health & Social Care	Health & Social Care	Gary Collier	Sandra Taylor	Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		18 September			TBC	TBC	Democratic Services		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		18 September			TBC	TBC	Democratic Services		Public
OCTOBER 2025												
SI	The Annual Report Of Adult and Child Safeguarding Arrangements	This report provides the Cabinet with a summary of the activity undertaken by the Safeguarding Children Partnership Board and the Safeguarding Adults Board to address the identified local priorities. The Cabinet will consider this report and approve the activity and the local priorities for the two boards.	All		23 October			Cllr Susan O'Brien - Children, Families & Education / Cllr Jane Palmer - Health & Social Care	Health & Social Care / Children, Families & Education	Alex Coman / Susan-Sidonia Gladish	Sandra Taylor	Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 October			TBC	TBC	Democratic Services		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		23 October			TBC	TBC	Democratic Services	TBC	Public
NOVEMBER 2025												
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		20 November			TBC	TBC	Democratic Services		Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		20 November			TBC	TBC	Democratic Services	TBC	Public
DECEMBER 2025												
SI 31	Older People's Plan update	Cabinet will receive its yearly progress update on the Older People's Plan and the work by the Council and partners to support older residents and their quality of life.	All		18 December			Clr Ian Edwards - Leader of the Council / Clr Jane Palmer - Health & Social Care	Health & Social Care	John Wheatley	Sandra Taylor	Public
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		18 December			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		18 December			TBC	TBC	Democratic Services		Public
SI	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	This report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and may include Council Tax Reduction Scheme proposals.	All		18 December		26 February 2026 - adoption	Clr Martin Goddard - Finance & Transformation	All	Andy Goodwin		Public
JANUARY 2026												

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		15 January			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		15 January			TBC	TBC	Democratic Services		Public
FEBRUARY 2026												
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		19 February			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 February			TBC	TBC	Democratic Services		Public
Page 32	2026/27 Budget and Future Medium-Term Financial Strategy (BUDGET FRAMEWORK)	Following consultation, this report will set out the Medium Term Financial Strategy (MTFS), which includes the draft General Fund reserve budget and capital programme for 2026/27 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration and any proposals for the Council Tax Reduction Scheme.	All		19 February		26 February 2026 - adoption	Cllr Ian Edwards - Leader of the Council / Cllr Martin Goddard - Finance & Transformation	All	Andy Goodwin		Public
	MARCH 2026											
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		19 March			TBC	TBC	Democratic Services		Public
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		19 March			TBC	TBC	Democratic Services		Public
APRIL 2026												
SI	Public Preview of matters to be considered in private	A report to Cabinet to provide maximum transparency to residents on the private and confidential matters to be considered later in Part 2 of the Cabinet meeting and agenda.	TBC		23 April			TBC	TBC	Democratic Services		Public

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	Reports from Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		23 April			TBC	TBC	Democratic Services		Public

Schedule of Individual Cabinet Member Decisions that may be taken each month (standard items non key-

SI	Urgent Cabinet-level decisions & interim decision-making (including emergency decisions)	The Leader of the Council has the necessary authority to make decisions that would otherwise be reserved to the Cabinet, in the absence of a Cabinet meeting or in urgent circumstances. Any such decisions will be published in the usual way and reported to a subsequent Cabinet meeting for ratification. The Leader may also take emergency decisions without notice, in particular in relation to the COVID-19 pandemic, which will be ratified at a later Cabinet meeting.	Various			Cabinet Member Decision - date TBC		Cllr Ian Edwards - Leader of the Council	TBC	TBC		Public / Private
Page 33	Release of Capital Funds	The release of all capital monies requires formal Member approval, unless otherwise determined either by the Cabinet or the Leader. Batches of monthly reports (as well as occasional individual reports) to determine the release of capital for any schemes already agreed in the capital budget and previously approved by Cabinet or Cabinet Members	TBC			Cabinet Member Decision - date TBC		Cllr Martin Goddard - Finance & Transformation (in conjunction with relevant Cabinet Member)	All - TBC by decision made	various		Public but some Private (1,2,3)
SI	Petitions about matters under the control of the Cabinet	Cabinet Members will consider a number of petitions received by local residents and organisations and decide on future action. These will be arranged as Petition Hearings.	TBC			Cabinet Member Decision - date TBC		All	TBC	Democratic Services		Public
SI	To approve compensation payments	To approve compensation payments in relation to any complaint to the Council in excess of £1000.	n/a			Cabinet Member Decision - date TBC		All	TBC	various		Private (1,2,3)
SI	Acceptance of Tenders	To accept quotations, tenders, contract extensions and contract variations valued between £50k and £500k in their Portfolio Area where funding is previously included in Council budgets.	n/a			Cabinet Member Decision - date TBC		Cllr Ian Edwards - Leader of the Council OR Cllr Martin Goddard - Finance & Transformation / in conjunction with relevant Cabinet Member	TBC	various		Private (3)

Ref	Business Item	Further information	Ward(s)	NEW ITEM	Decision-Maker			Cabinet Member Lead & Officers				Status
					CABINET meeting	Cabinet Member	Full COUNCIL	Cabinet Member(s) Responsible	Relevant Select Committee	Report Author	Corporate Director Responsible	
SI	All Delegated Decisions by Cabinet to Cabinet Members, including tender and property decisions	Where previously delegated by Cabinet, to make any necessary decisions, accept tenders, bids and authorise property decisions / transactions in accordance with the Procurement and Contract Standing Orders.	TBC			Cabinet Member Decision - date TBC		All	TBC	various		Public / Private (1,2,3)
SI	External funding bids	To authorise the making of bids for external funding where there is no requirement for a financial commitment from the Council.	n/a			Cabinet Member Decision - date TBC		All	TBC	various		Public
SI Page	Response to key consultations that may impact upon the Borough	A standard item to capture any emerging consultations from Government, the GLA or other public bodies and institutions that will impact upon the Borough. Where the deadline to respond cannot be met by the date of the Cabinet meeting, the Constitution allows the Cabinet Member to sign-off the response.	TBC			Cabinet Member Decision - date TBC		All	TBC	various		Public

SI = Standard Item that may be considered each month/regularly

The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK

Agenda Item 9

WORK PROGRAMME

Committee name	Health and Social Care Select Committee
Officer reporting	Nikki O'Halloran, Democratic Services
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

To enable the Committee to note future meeting dates and to forward plan its work for the current municipal year.

RECOMMENDATION: That the Health and Social Care Select Committee considers its Work Programme for the year and agrees any amendments.

SUPPORTING INFORMATION

The meeting dates for the 2025/2026 municipal year were agreed by Council on 16 January 2025 and are as follows:

Meetings	Room
Thursday 19 June 2025, 6.30pm	CR5
Tuesday 22 July 2025, 6.30pm	CR6
Tuesday 16 September 2025, 6.30pm	CR5
Tuesday 11 November 2025, 6.30pm	CR5
Tuesday 20 January 2026, 6.30pm	CR5
Tuesday 17 February 2026, 6.30pm	CR5
Thursday 26 March 2026, 6.30pm	CR5
Tuesday 21 April 2026, 6.30pm	CR5

It has been agreed that a report be brought to each meeting for Members to keep track of progress on the spending / savings targets of the Cabinet Portfolio that the Committee covers (except those meetings in September and January when a budget related report is already scheduled for consideration).

Review Topics

The Committee has agreed to undertake a major review in relation to adult social care early intervention and prevention with the first witness session having taken place on 25 February 2025. Members agreed the terms of reference for this review at the meeting on 12 November 2024.

Implications on related Council policies

The role of the Select Committees is to make recommendations on service changes and improvements to the Cabinet, who are responsible for the Council's policy and direction.

How this report benefits Hillingdon residents

Select Committees directly engage residents in shaping policy and recommendations and the Committees seek to improve the way the Council provides services to residents.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

MULTI-YEAR WORK PROGRAMME

2025/26

2026/27

Health & Social Care Select Committee	May No meeting	June 19	July 22	August No meeting	September 16	October No meeting	November 11	December No meeting	January 20	February 17	March 26	April 21	May No meeting	June	July	August No meeting	September	October No meeting	November	December No meeting	
Review A: ASC Early Intervention & Prevention Topic selection / scoping stage Witness / evidence / consultation stage Findings, conclusions and recommendations Final review report agreement Target Cabinet reporting					Witness Session		Witness Session		Findings			Final report		Cabinet							
Review B: Pharmacies					Single Meeting Review																
Review C: GP Coverage																					
Regular service & performance monitoring Annual Performance Monitoring Annual Report of Adult and Child Safeguarding Arrangements Older People's Plan Update (prior to Cabinet) Health & Social Care Budget & Spending Report Mid-year budget / budget planning report (July/September) Cabinet's Budget Proposals For Next Financial Year (Jan) Cabinet Member for Health and Social Care Cabinet Forward Plan Monthly Monitoring									X								X				
									X	X						X	X	X			
									X	X						X	X				
									X	X						X	X				
									X	X						X	X				
									X	X						X	X				
									X	X						X	X				
One-off information items Autism Update Carer Support Services - Cabinet report Commissioning Model for delivery of health and social care services BCF Update NHS Estates (including Mount Vernon Hospital) Hospice and End of Life Services in the Borough Updated Select Committee Remits						X						X									
							X					X					X	X			
							X					X					X	X			
							X					X					X	X			
							X					X					X	X			
							X					X					X	X			
Health External Scrutiny Mount Vernon Cancer Centre Strategic Review Update Hillington Hospital Redevelopment Update Health Updates Quality Accounts (outside of meetings)								X								X	X	X			
								X								X	X	X			
								X								X	X	X			
								X								X	X	X			
Past review delivery Review of Children's Dental Services 2021/22 Making the Council more autism friendly 2020/21 CAMHS Referral Pathway 2023/24								X				X				X	X	X			
								X				X				X	X	X			
								X				X				X	X	X			
								X				X				X	X	X			
								X				X				X	X	X			

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