



# Council

To all Members of the Council

**Date:** THURSDAY, 14 MAY 2009

**Time:** 7.30 PM

**Venue:** CIVIC CENTRE, HIGH STREET, UXBRIDGE

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

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# Agenda

- 1 Prayers**  
By Reverend Adrian Guthrie
- 2 Apologies For Absence**  
To receive any apologies for absence
- 3 Declarations of Interest**  
To consider any declarations of interest on any matter on the agenda
- 4 Election of Mayor 2009/2010**  
To elect a Mayor of the London Borough of Hillingdon to hold office from 15 May 2009 until his or her successor becomes entitled to act as Mayor
- 5 Acceptance of Office by the Mayor**  
The Mayor to make the declaration of acceptance of office
- 6 Appointment of Deputy Mayor**  
To receive the Mayor's appointment in writing of a Councillor of the Borough to be Deputy Mayor for the coming year.
- 7 New Mayor's Announcements**  
To receive announcements from the new Mayor
- 8 Vote of thanks to outgoing Mayor**  
Presentations to:
  - 1) Past Mayor's badge to Councillor Brian Crowe
  - 2) Past Mayoress' badge to Mrs Clare Crowe
- 9 Election of Leader of the Council**
- 10 Election of Deputy Leader of the Council**
- 11 Appointment of the Cabinet** 1 - 2  
To agree the number of Members to be appointed to the Cabinet, their portfolios and to appoint those Members to the Cabinet on the recommendation of the Leader
- 12 Annual Review of the Constitution** 3 - 6

To consider some recommended changes to the Constitution

- |           |   |         |
|-----------|---|---------|
| <b>13</b> | Committee Allocations and Membership 2009/10<br>To appoint Members to Committees and decide the number of Members and party allocations.  | 7 - 16  |
| <b>14</b> | Membership of Statutory Outside Bodies and Internal Bodies<br>To make any changes in membership as recommended by the appropriate Chief Whip<br><br><i>(Copies of the full lists to follow)</i> |         |
| <b>15</b> | Policy Overview and Scrutiny Committees Annual Report<br>To receive the Annual Report   | 17 - 34 |
| <b>16</b> | Council Plan "Fast Forward to 2010" - Annual Report<br>To receive a progress report from the Leader of the Council  | 35 - 56 |

**MEETINGS OF ALL COMMITTEES WILL BE HELD IMMEDIATELY FOLLOWING THE END OF THE ANNUAL MEETING FOR THE PURPOSE OF APPOINTING CHAIRMEN AND VICE-CHAIRMEN**

## **APPOINTMENT OF THE CABINET**

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*Reporting Officer: Head of Democratic Services*

### **INFORMATION**

Upon the recommendations of the Leader of the Council, Council is asked to appoint the Cabinet in accordance with the provisions in the Constitution. Upon appointment, the Cabinet and Cabinet Members can exercise their executive powers and responsibilities as set out in the Council's Constitution (Article 7).

In addition to the Cabinet, the Leader has the constitutional authority to appoint Cabinet Assistants. Whilst they cannot make executive decisions, the Leader may make arrangements for their roles and responsibilities to assist Cabinet Members in the delivery of the Cabinet's business, priorities and policies.

**RECOMMENDATION: That for 2009/10 Council approves that the Cabinet comprise of 10 Members and that following Cabinet portfolios be approved and Members be appointed to them as set out below:**

<b><i>Position/Portfolio</i></b>	<b><i>Councillor</i></b>
Leader of the Council	Councillor Ray Puddifoot
Deputy Leader	Councillor David Simmonds
Cabinet Member for Co-ordination and Central Services	Councillor Scott Seaman-Digby
Cabinet Member for Culture, Sport and Leisure	Councillor Henry Higgins
Cabinet Member for Education and Children's Services	Councillor David Simmonds
Cabinet Member for Environment	Councillor Sandra Jenkins
Cabinet Member for Finance and Business Services	Councillor Jonathan Bianco
Cabinet Member for Improvement, Partnerships and Community Safety	Councillor Douglas Mills
Cabinet Member for Planning and Transportation	Councillor Keith Burrows
Cabinet Member for Social Services, Health and Housing	Councillor Philip Corthorne

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## REVIEW OF THE CONSTITUTION

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*Reporting Officers Head of Democratic Services and Borough Solicitor*

### SUMMARY

This report recommends a number of minor changes and enhancements to the Constitution.

**RECOMMENDATION: That the proposed amendments to the Constitution, as detailed below be approved with immediate effect.**

### INFORMATION

1. The Constitution of the London Borough of Hillingdon sets out how the Council operates, how decisions are made and the procedures which are followed to ensure that these are efficient, transparent and accountable to local people. Many of these processes are required by law, while others are a matter for the Council to choose. The Constitution contains 16 Articles, which set out the basic rules governing the Council's business.
2. The Constitution is reviewed on a regular basis to keep it up to date with legislative changes, best practice and to continue to meet the needs of the political interface, which is integral to the effective running of the Council.

### PROPOSED AMENDMENTS TO THE CONSTITUTION:

#### 'Councillor Call For Action' (CCfA)

3. Members will recall that at the meeting of the Council in November 2008 details of the provisions of the Local Government and Public Involvement in Health Act 2007 were outlined, including S119 where provision is given for Members to ask for discussions at scrutiny committees on issues where local problems have arisen and where other methods of resolution have been exhausted. The CCfA is about helping Councillors to resolve issues and problems on behalf of their residents, acting as a last resort for people who cannot get issues resolved through other means. CCfA should not be regarded merely a scrutiny process.
4. Whilst CCfA's can be brought by all Councillors on any issue, there are certain exceptions which are:
  - a) **An issue can only become a CCfA when a Councillor has exhausted all other steps to resolve an issue in his or her ward e.g. the petition process, Council questions etc.**
  - b) An issue relating to a planning or licensing applications / appeals or where a person has an alternative avenue to resolve an issue (e.g. through the complaints process)
  - c) Any matter which is vexatious, discriminatory or not reasonable to be included in the agenda for, or to be discussed at, a meeting of the overview and scrutiny committee

5. In line with the delegation to the Head of Democratic Services and Borough Solicitor, in consultation with the Leader, to make changes to the Constitution to reflect changes in legislation, it is recommended that the Head of Democratic Services be instructed to amend the terms of reference which are common to all Policy Overview Committees in the Constitution, to allow for consideration of Councillor Calls for Action on areas within their remit.

#### Crime and Disorder (Overview and Scrutiny) Regulations 2009

6. These regulations come into force on 30 April and reflect central government's objectives to increase visibility and accountability of Crime and Disorder Reduction Partnerships at local level. Currently this role is carried out by the External Services Scrutiny Committee and the Regulations allow for the co-opting of additional members to the Committee and require the scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions, no less than twice in every twelve month period (currently done annually in LBH).
7. In line with the delegation to the Head of Democratic Services and Borough Solicitor, in consultation with the Leader, to make changes to the Constitution to reflect changes in legislation, it is recommended that the Head of Democratic Services be instructed to amend the terms of reference of the External Services Scrutiny Committee, in consultation with the Chairman of that Committee, to reflect the requirements of the Crime and Disorder (Overview and Scrutiny) Regulations 2009

#### Speaking Rights at Planning Committees

8. Members will recall the decision of Council in January 2009 to re-establish and re-constitute the Hillingdon Conservation, Archaeology and Urban Design Forum with new terms of reference. In order to ensure that the continued expert advice of area conservation panel members is received at meetings of the Planning Committees, it is recommended that, when a proposed development falling within a Conservation Area is considered by a Planning Committee, a representative of the relevant Area Panel will be entitled to attend and address the committee for a maximum of five minutes.
9. Notification of the intention to speak and the name of the speaker must be supplied to the Head of Democratic Services in the usual manner and the Constitution will be amended accordingly.

#### **Updating and publication of the Constitution**

10. The updated Constitution will also be available electronically on the Council's intranet site HORIZON and the Council's public website [www.hillingdon.gov.uk](http://www.hillingdon.gov.uk).



## **FINANCIAL IMPLICATIONS**

11. There are no direct financial implications arising directly out of this report.

## **LEGAL IMPLICATIONS**

12. The Borough Solicitor has checked the proposed amendments to the Constitution and confirms that they are compliant not only with the provisions of the Local Government Act 2000 and Regulations issued and Statutory Guidance made pursuant to it but also with the Local Government and Public Involvement in Health Act 2007.
13. Under the terms of the Constitution, it is for full Council to decide whether or not to approve the proposed amendments.

## **BACKGROUND PAPERS**

The Local Government and Public Involvement in Health Act 2007

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## **COMMITTEE ALLOCATIONS AND MEMBERSHIP 2009/10**

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*Reporting Officer: Head of Democratic Services*

### **SUMMARY**

To appoint Members to the Council's various Committees and decide the number of Members and Party Allocations to those Committees.

**RECOMMENDATION: That Committee places and memberships be allocated as indicated in the report and that Members be appointed to the Committees as shown in Appendix A.**

### **INFORMATION**

1. The governing principles in allocating places on Committees are:-
  - a) It is not possible to allocate all the seats on a body to the same political group;
  - b) The majority party must have a majority on each body;
  - c) The total number of seats on the ordinary committees must be allocated to the party groups in the same proportions as their numbers on the council;
  - d) The number of seats on each body shall be allocated to the party group in the same proportions as their numbers on the Council.
  
2. The sequence for allocating seats is therefore as follows:-
  - a) Calculate the total number of seats with votes on all the ordinary committees.
  - b) Calculate the proportion that each group forms of the total membership of the Council. The proportions are 45/64 for the Conservative Group, 17/64 for the Labour Group and 2/64 for the Liberal Democrat Group (because one seat on the Council is not able to be taken into account in the calculations, it is necessary to do these on the basis of 64<sup>ths</sup> rather than 65<sup>ths</sup>).
  - c) Apply these proportions to the total number of committees to give a notional entitlement for each group.
  - d) Apply the proportions to the number of members on each committee to give an actual entitlement to seats on that body.
  - e) Adjust the allocation of seats on committees so that each group is as close as possible to its actual entitlement.
  
3. Appendix A has been drafted to reflect these principles. The overriding principle is to achieve the total number of seats on the Committees being allocated to the party groups in the same proportions as their numbers on the Council and therefore adjustments need to be made to the numbers so that the proportions on the whole Council are achieved.
  
4. Members should note that changes have been made to the total membership of the Planning Committees – both of which have been increased by one resulting in an increase in the total number of seats to 65 for the municipal year 2009/10.

5. Appendix B lists the Committees and those Members to be appointed to them. The list of Committees will be finalised by the Party Chief Whips prior to the Council meeting. Appendix B also lists the sub-committee membership of parent Committees and Members will be appointed to these immediately following the conclusion of the AGM.

## **CORPORATE CONSULTATIONS CARRIED OUT**

### **Legal and Financial Implications**

There are no legal or financial implications arising from this report.

## Appendix A

### ALLOCATION OF COMMITTEE PLACES #1

council composition	members	% cttee places	no. of cttee places	actual cttee places	over/under
<b>Conservative</b>	<b>45</b>	<b>70.31</b>	<b>45.70</b>	<b>44.00</b>	<b>-1.70</b>
<b>Labour</b>	<b>17</b>	<b>26.56</b>	<b>17.27</b>	<b>19.00</b>	<b>1.73</b>
<b>Liberal Democrat</b>	<b>2</b>	<b>3.13</b>	<b>2.03</b>	<b>2.00</b>	<b>-0.03</b>
<b>Total</b>	<b>64</b>	<b>100</b>	<b>65.00</b>	<b>65.00</b>	

ordinary committees (s 102(1)(a) of LGA 1972)	total	Labour		Liberal Dem'		Conservative	
		notional	actual	notional	actual	notional	actual
C&S Planning	7	1.86	2	0.22	0	4.92	5
North Planning	7	1.86	2	0.22	0	4.92	5
Registration & Appeals	5	1.33	1	0.16	1	3.52	3
Pensions Committee	5	1.33	1	0.16	1	3.52	3
Appointments Committee	6	1.59	2	0.19	0	4.22	4
Executive Scrutiny	6	1.59	2	0.19	0	4.22	4
External Services	5	1.33	1	0.16	0	3.52	4
Residents' POC	6	1.59	2	0.19	0	4.22	4
Education & Children's POC	6	1.59	2	0.19	0	4.22	4
Corp. Servs POC	6	1.59	2	0.19	0	4.22	4
Social Services POC	6	1.59	2	0.19	0	4.22	4
<b>Total</b>	<b>65</b>	<b>17.27</b>	<b>19</b>	<b>2.03</b>	<b>2</b>	<b>45.70</b>	<b>44</b>

Other committees (outside of the overall calculation but allocated on basis of overall political balance of the Council)

(s 21(11)(b) of LGA 2000)

Standards Committee*	6	1.59	2	0.19	0	4.22	4
Licensing Committee*	10	2.66	3	0.31	0	7.03	7
Audit Committee	4	1.06	1	0.13	0	2.81	3
Environmental Imp. Panel	3	0.80	1	0.09	0	2.11	2
<b>Total</b>	<b>23</b>	<b>6.11</b>	<b>7</b>	<b>0.72</b>	<b>0</b>	<b>16</b>	<b>16</b>

**COMMITTEE MEMBERSHIP 2009/2010**

**ORDINARY COMMITTEES**

**EXECUTIVE SCRUTINY COMMITTEE 6(4-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

Other Voting Members on Education issues only

Parent Governor (3)	3 vacancies
Church of England Diocesan Representative	vacancy
Roman Catholic Diocesan representative	Anthony Little

**EXTERNAL SERVICES SCRUTINY COMMITTEE 5(4-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**EDUCATION & CHILDREN'S SERVICES POLICY OVERVIEW COMMITTEE 6(4-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

Other Voting Members

Parent Governor (3)	3 vacancies
Church of England Diocesan Representative	Vacancy
Roman Catholic Diocesan representative	Anthony Little

**RESIDENTS’ AND ENVIRONMENT SERVICES POLICY OVERVIEW  
COMMITTEE 6(4-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**CORPORATE SERVICES AND PARTNERSHIPS POLICY OVERVIEW  
COMMITTEE 6(4-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**SOCIAL SERVICES, HEALTH AND HOUSING POLICY OVERVIEW  
COMMITTEE 6(4-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

SUBSTITUTES FOR SCRUTINY AND POLICY OVERVIEW COMMITTEES ARE ALL COUNCILLORS EXCEPT THOSE IN THE CABINET, GROUP LEADERS AND CHIEF WHIPS.

**CENTRAL & SOUTH PLANNING COMMITTEE 7(5-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**NORTH PLANNING COMMITTEE 7 (5-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**SUBSTITUTE MEMBERS OF PLANNING COMMITTEES**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

*IN ADDITION ALL PLANNING COMMITTEE MEMBERS TO BE SUBSTITUTES FOR EACH OTHER'S COMMITTEE.*

**PENSIONS COMMITTEE 5 (3-1-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>	<b>LIBERAL DEMOCRAT</b>
<b>Substitutes</b>	<b>Substitutes</b>	<b>Substitute</b>

*Advisory Members*

UNISON	John Thomas
To be decided	Vacancy





**OTHER COMMITTEES / PANELS (OUTSIDE THE OVERALL CALCULATION BUT ALLOCATED ON THE BASIS OF OVERALL POLITICAL BALANCE)**

**STANDARDS COMMITTEE 6(4-2)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
<b><i>Substitutes</i></b>	<b><i>Substitutes</i></b>

**Independent Members (3)**

Mr Allan Edwards (Chairman)
Mr Malcolm Ellis (Vice Chairman)
Mr James Keys

**AUDIT COMMITTEE 4(3-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
<b><i>Substitutes</i></b>	<b><i>Substitutes</i></b>

**Independent Member (1)**

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**LICENSING COMMITTEE 10 (7-3)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

*N.B. NO SUBSTITUTES ALLOWED FOR LICENSING COMMITTEE*

**ENVIRONMENTAL IMPROVEMENTS PANEL 3 (2-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
<b><i>Substitutes</i></b>	<b><i>Substitutes</i></b>

**SUB-COMMITTEE MEMBERSHIP TO BE AGREED BY THE PARENT COMMITTEE IMMEDIATELY FOLLOWING THE END OF THE ANNUAL GENERAL MEETING**

**APPOINTMENTS SUB-COMMITTEE 4 (3-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
<b><i>Substitutes</i></b>	<b><i>Substitutes</i></b>

**INVESTIGATING AND DISCIPLINARY SUB-COMMITTEE (SENIOR OFFICER) 4 (3-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
<b>Substitutes</b>	<b>Substitutes</b>

**APPEALS SUB-COMMITTEE (SENIOR OFFICER) 4 (3-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
Substitutes	Substitutes

**GRIEVANCE SUB-COMMITTEE (SENIOR OFFICER) 4 (3-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>
Substitutes	Substitutes

**LICENSING SUB-COMMITTEE A (2-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**LICENSING SUB-COMMITTEE B (2-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

**LICENSING SUB-COMMITTEE C (2-1)**

<b>CONSERVATIVE</b>	<b>LABOUR</b>

*ALL MEMBERS OF SUB-COMMITTEES MUST ALSO BE MEMBERS OF THE LICENSING COMMITTEE. SUBSTITUTES FOR LICENSING SUB-COMMITTEES - ANY MEMBER OF THE LICENSING COMMITTEE*

# Policy Overview & Scrutiny Annual Report

## 2008/9



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**Find out more about Policy Overview & Scrutiny at Hillingdon on our website:**

**[www.hillingdon.gov.uk/central/democracy/scrutiny/index.php](http://www.hillingdon.gov.uk/central/democracy/scrutiny/index.php)**



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## **Introduction: Policy Overview & Scrutiny Committee Structure**

This report reviews the achievements of the Policy Overview & Scrutiny process in the 2008/9 Council year. The report first outlines the new structure and highlights some successes, before a report from each Committee is presented. Further statistics are contained in the appendix.

### **Policy Overview Committees (POCs)**

Policy Overview Committees (POCs) have been established to advise Cabinet on policy issues before the Executive takes decisions. Each of the following Policy Overview Committees is responsible for a specific range of Council services:

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

The Policy Overview Committees undertake this role through a series of activities.

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

Policy Overview Committees also undertake a number of other important activities, including monitoring the Council's performance. This is primarily through regular reports on progress in delivering the Council plan and meeting objectives to improve services for residents. Committees can also request further information in response to a particular concern. Policy Overview Committees therefore play a central role in ensuring that the Council's Cabinet and officers are providing high quality, value-for-money services.

Policy Overview Committees also comment on reports coming before Cabinet for decision. Policy Overview Committees can use the expertise gained through their in-depth reviews and strategic monitoring of performance to advise Cabinet on the issues being considered. In addition, each Policy Overview Committee subjects the annual budget proposals for its relevant Council services to rigorous challenge before Cabinet decides on its recommendations to Council.

## **Executive Scrutiny Committee**

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

## **External Services Scrutiny Committee**

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

The Committee holds the health scrutiny role conferred by the Health & Social Care Act 2012, which requires senior managers of local NHS Trusts (including Hillingdon Hospital and Hillingdon Primary Care Trust) to attend the Committee and answer questions if required by Councillors. Local NHS Trusts must also consult the Committee about proposed significant changes to local services. The Committee's remit to scrutinise a wide range of organisations has been strengthened through the Local Government and Public Involvement in Health Act 2007 by extending its statutory powers to require local organisation to attend. It is important to note that it only has these statutory powers in relation the NHS. Some organisations may still refuse to attend or provide information.

## **London Scrutiny Network Capacity Building Programme**

Councillor Mary O'Connor is Chairman of the London Scrutiny Network that meets about six times a year to consider Londonwide developments and share information. Councillor O'Connor is also Chairman of the Project Steering Committee, which directs and organises the Capacity Building Programme and also comprises the Heads of Scrutiny from Hillingdon, Hounslow, Lambeth, Merton and Newham.

The programme has spanned two Council years, 2007/8 and 2008/9. It has included a series of six conferences and seminars held at Councils across London. One was held at Hillingdon in March 2008. It has also included two action-learning sets for Members and for officers as well as a final publication bringing together the various outcomes, which is to be launched on 21 May 2009.

The programme has been made possible through the support of London Councils and, in particular, by Capital Ambition which provided the funding. Hillingdon provided project support for the first year of the programme.

## Corporate Services & Partnerships Policy Overview Committee



Councillor Richard Lewis (Chairman)

### *Other Members of the Committee*

Councillor Brian Stead (Vice Chairman)

Councillor Elizabeth Kemp

Councillor Sid Garg

Councillor Robin Sansarpuri

Councillor Michael White

The Committee is chaired by Councillor Richard Lewis and is responsible for the policy overview role for a broad array of Council services provided by the Council's Finance & Resources Group and Deputy Chief Executive's Office. These are primarily strategic policy and internal functions such as finance, property, personnel, legal services, ICT, economic development, and equalities and diversity.

### **Hillingdon: a Wireless and Business Friendly Borough**

The major part of the Committee's work programme for 2008/9 has been to review the establishment of wireless networks within the Borough's town centres, which arose as a result of the Committee looking at how the Council could support local businesses.

Through the year this review has taken on greater importance with the deterioration of the economy and the impact on local businesses. The Council has responded with a series of measures to support local businesses, and the possible introduction of free wireless is one such measure. The review has taken evidence from Cityspace and BT, experts in this field, from other local authorities who already have wireless schemes, from local chambers of commerce and from the CCTV consultant who was responsible for the CCTV scheme in Hayes Town Centre. The evidence gathered will form the basis of the Committee's final report, which will be submitted to the Cabinet.

### **Sustainable Community Strategy 2008-18**

The Committee considered the Sustainable Community Strategy at their June meeting. The new Strategy replaces the Community Strategy and provides the overall strategic direction and long-term vision for the economic, social and environmental well being of the local area, in a sustainable way. The Committee provided comments on the priorities of the Strategy before its submission to the Local Strategic Partnership Executive.

### **Other work**

The Committee has also considered the following:

- Review of the Finance & Resources Group and the Deputy Chief Executive's Office Quarterly Performance Reports. The Committee have asked officers to look at improving the reporting of performance information to Policy Overview Committees, as the information presently received is 6-9 months old and there is no comparative information.
- In-depth scrutiny of these Groups' budget proposals for 2008/9 and coordination of responses from all the Policy Overview Committees to Cabinet.



## Education & Children's Services Policy Overview Committee



Councillor Eddie Lavery (Chairman)

*Other Members of the Committee*

Councillor John Hensley (Vice Chairman)

Councillor Catherine Dann

Councillor Judith Cooper

Councillor Peter Curling

Councillor Anita Macdonald

*Representative Members for Education issues:*

Anthony Little, Roman Catholic representative

Church of England representative vacant

3 Vacancies for Parent Governor representatives

The Committee is chaired by Councillor Eddie Lavery and is responsible for the policy overview role in relation to education, schools, the early years service, the youth service, and social care services for children and young people. The Committee has been particularly hard working and has completed two in-depth reviews.

### **Developing A Short Breaks Provision**

All parents are aware of the difficulties of raising children but few of us are conscious of the considerable additional stress and difficulty of coping on a daily basis with a child with disabilities. The burden of this is largely hidden within the family who, on the evidence presented, may often be headed by a lone parent. Members felt that this important topic should be the Committee's first policy review. The Committee took evidence from a wide range of stakeholders including parents, service providers (including Children with Disabilities, Extended Schools and Merrifield's Respite Care Unit) and a variety of witnesses from the voluntary sector. The committee presented a report with recommendations on improving the service provision including how parents / carers could be made better aware of what is on offer. The report was fully accepted by Cabinet.

### **14 -19 Strategy – Raising Expectations, Enabling the System to Deliver**

The Committee's second review was to support the work of officers from the Council's Education & Children's Services Department who are currently considering all aspects of Government policy that has to be implemented under the 14 to 19 proposals. The Committee took evidence from a wide variety of stakeholders including national and regional advisors, the views of Directorate Officers and finally we heard from Uxbridge College as an example of local best practice. As part of the review, the Committee also visited Web Fusion and BAA to compare and contrast the different approaches which can be taken to apprenticeships and work-based training. This information and evidence was used to formulate recommendations to Cabinet.

**Other work**

The Committee has monitored the performance of the Council's Education & Children's Services Group, and commented on the budget proposals for these services. The Committee has also received briefings on Building Schools for the 21<sup>st</sup> Century, the ongoing work on marketing the Youth Service and considered reports on Arrangements for Monitoring the Quality of Case Recording and Compliance with Procedures in Children and Families Services and Educational Attainment in Hillingdon's Schools.



## Residents' & Environmental Services Policy Overview Committee



Councillor Kay Willmott-Denbeigh (Chairman)

*Other Members of the Committee*

Councillor Michael Markham (Vice Chairman)

Councillor Janet Duncan

Councillor John Hensley

Councillor Graham Horn

Councillor Avtar Sandhu

The Committee is chaired by Councillor Kay Willmott-Denbeigh and is responsible for the policy overview role for a diverse range of Council services provided by the Council's Environment & Consumer Protection and Planning & Community Services Groups. These services include libraries, leisure facilities, community safety, highways, planning, waste management, trading standards and others central to residents' quality of life. The Committee has had a busy – and successful – year and undertaken two in-depth reviews.

### **A Review of Hillingdon's CCTV Strategy**

Recognising the effect that CCTV has on residents' lives, Members felt that this should be the Committee's first policy review. The Committee took evidence from a wide range of stakeholders including the Metropolitan Police, Criminal Prosecution Service, youth and community groups, and various Council officers. A visit was also made to Westminster City Council's CCTV control room in London. Recommendations are due to be submitted to the May meeting of Cabinet.

### **A Review of Heritage in Hillingdon**

The Committee's second review was to examine how the Council could promote the heritage of the borough. The Committee took evidence from stakeholders from best practice organisations, as well as seeking the views of local residents via a borough-wide survey. The Committee also visited the Council Archives Store as part of their review of heritage in Hillingdon. This information and evidence was used to formulate recommendations to Cabinet.

### **Other work**

The Committee has monitored the performance of the Council's Environment & Consumer Protection and Planning & Community Services Groups, and commented on the budget proposals for these services. The Committee also provided comments to Cabinet regarding the Annual Safety at Sports Ground report and heard updates from Council Officers on Highways Maintenance, Community Consultation & Engagement and Cleanliness of the Environment Review

## Social Services, Health and Housing Policy Overview Committee



Councillor Judith Cooper (Chairman)

*Other Members of the Committee*

Councillor Michael Markham (Vice Chairman)

Councillor Peter Kemp

Councillor Pat Jackson

Councillor John Major

Councillor Lindsay Bliss

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

### **Safeguarding Vulnerable Adults in Hillingdon**

The Safeguarding Vulnerable Adults review sought to evaluate the partnership arrangements in Hillingdon that support the effective safeguarding of vulnerable adults and make recommendations to help strengthen the governance of safeguarding vulnerable adults. The Committee heard from numerous partner organisations including representatives of Hillingdon Hospital, Hillingdon Primary Care Trust and Police. It also heard from 'experts by experience' as well as Council officers. The Committee made a series of recommendations that sought to raise the profile of Safeguarding Vulnerable Adults in the Borough and, in particular, highlighted just how important a preventative agenda is to raising standards instead of merely reacting to abuse and how vital it is to communicate and signpost the services available. The report will be going to Cabinet shortly.

### **The Private Rented Sector in Hillingdon**

The Committee's second review examined the nature and role of private rented housing in Hillingdon. The Committee took evidence from a wide variety of stakeholders including Fordhams consultancy on the recently produced Private rented Sector Survey, local Estate Agents, tenants/ residents association and landlords. As part of the review, the Committee also heard from Planning Enforcement Officers about the legislative difficulties in dealing with the use of dwelling houses(s) as Houses of Multiple Occupation (HMOs) and structures in back gardens. This information and evidence was used to formulate recommendations for the forthcoming report to Cabinet.

### **Other work**

The Committee have also undertaken a broad range of other work including scrutiny of the Adult Social Care, Health & Housing Group's performance reports and budget proposals for 2008/9, and reviewed the annual star rating for adult social care. The Committee has also received briefings on the Decent Estates Initiative, Life Changes-Planning for Retirement and the Complex Needs Review, as well as looking at 'No

Secrets Guidance', consultation documents as part of the Safeguarding Vulnerable Adults review.

## **Executive Scrutiny Committee**

### *Members of the Committee*

Councillor Tim Barker  
Councillor Judith Cooper  
Councillor Michael Markham  
Councillor David Yarrow  
Two vacancies

The Church and parent governor representatives from the Education & Children's Services POC also sit on the Committee when Education issues are being discussed.

### **Scrutinising Executive Decisions**

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

For Cabinet decisions the Committee meet informally after each Cabinet meeting to consider which decisions they may need further information about before being able to satisfy themselves the decision does not need to be considered further. This usually involves only a minority of Cabinet decisions, and the further information received from officers is sufficient so that the Committee agrees to take no further action.

In the Council year 2008/9 the Committee requested further information on 21 Cabinet reports. (A typical Cabinet agenda has between ten and twenty reports). The Committee has called in two Cabinet decisions during this Council year:

- Facilities Management Sourcing Strategy (29 May 2008 Cabinet)
- Whole Services Review of DCEO and Finance & Resources (22 January 2009 Cabinet).

Following consideration of these items, the Committee decided to take no further action.

The Committee have noticed some improvement in the quality of Cabinet reports over the last few years following from the Committee's 2006/7 review of Members' Information Needs in Decision Making. However they feel there is still a need for further improvements and will continue their work towards that end

## External Services Scrutiny Committee



Councillor Mary O'Connor (Chairman)

### *Other Members*

Councillor Shirley Harper O'Neill (Vice Chairman)

Councillor Phoday Jarjussey

Councillor Peter Kemp

Councillor Michael White

The External Services Scrutiny Committee is chaired by Councillor Mary O'Connor and has a broad remit to scrutinise all non-Hillingdon Council organisations whose actions affect Hillingdon residents. This Committee also undertakes the health scrutiny role as required by the Health & Social Care Act 2001. The Committee has used its role to undertake a varied programme of work this year.

### **Transition from Child to Adult Mental Health Services for Young People with Mental Illness in Hillingdon.**

One of the main pieces of work was the report commissioned by this Committee on the transition from child to adult mental health services for young people with mental illness in Hillingdon. The review was undertaken because of the problems faced by young people and their families during the transition. Recommendations on improving the service were adopted by Cabinet and by Hillingdon Primary Care Trust (PCT).

### **Local Involvement Network (LINK)**

The Committee, at its meeting in September 2008, was given a presentation on progress made on the introduction of Hillingdon's LINK. The LINK was set up as part of the Local Government and Public Involvement in Health Act 2007 and will replace the Patient & Involvement Forums and will consist of a network of local people, organisations and groups that want to make Health and Social Care services better.

### **Review of Neighbourhood Policing Initiatives in Hillingdon**

The Committee at their meeting in October had a witness session with the Metropolitan Police Services, the British Transport Police and Transport for London to examine the progress made in relation to a number of neighbourhood policing initiatives in Hillingdon. After an informative session the overall conclusion was that the initiatives were making a positive impact in terms of tackling crime and anti-social behaviour.

### **Londonwide Joint Overview and Scrutiny Committees**

Councillor Mary O'Connor was Chairman of the Joint Overview and Scrutiny Committee (JOSC) that considered the 'Healthcare for London' proposals from the London Primary Care Trusts (PCTs) and which began in autumn 2007 and continued into the 2008/9 Council year. The JOSC included all 32 London boroughs, the City of London and Essex and Surrey County Councils.

At their final meeting on 24 October 2008 the 'Healthcare for London' JOSC noted that the PCTs had accepted all their recommendations and discussed the way forward for considering the PCTs' more detailed proposals for Stroke and Major Trauma care. These have since become the subject of a further JOSC. Hillingdon Council agreed to

take part in the second JOSC on 6 November 2008. The second JOSC is still considering their evidence.

**Other issues**

The Committee has also considered a number of other issues such as proposals for GP Led Health Centres, Healthcare for London Proposals for Stroke and Major Trauma Centres, the PCT's Primary Care and Community Health Strategy, Community Cohesion and younger people and the Development of Cancer Services at Mount Vernon.



### **Improvements to Policy Overview & Scrutiny Following Stakeholder Comments**

This report provides a flavour of some of Policy Overview & Scrutiny's achievements in helping Hillingdon Council deliver high quality value for money services. These achievements are only possible through the contribution of witnesses from both external organisations and Hillingdon Council's officers.

Each year the Overview & Scrutiny Team surveys those who have given up their time to attend meetings, and asks people for suggestions on how we could improve our service. Democratic Services values this feedback, and comments are implemented wherever possible. Some examples of how we have used comments are presented below:

*“You said, We did...”*

#### ***Suggestion: ‘Have more community involvement’***

- What we did: Voluntary and community sector groups have given evidence to several reviews and members of the public were invited to speak at a meeting of the Working Group examining the siting of telecommunications equipment. Democratic Services hosted a conference to explore community engagement in Policy Overview & Scrutiny in the second half of 2007.

#### ***Suggestion: ‘Smaller agenda with more time to explore specific issues in detail’***

- What we did: External Services Scrutiny Committee holds single issue ‘themed’ meetings which enable greater focus, while Residents’ & Environmental Services Policy Overview Committee has held separate meetings to examine Cabinet Forward Plan items.

#### ***Suggestion: ‘Greater precision on what is being reviewed and why’***

- What we did: Making sure that all Committees draw up a scoping report for every review. This includes a justification of why the review has been chosen and its terms of reference. The scoping reports for each review were put on the [Council's website](#) for ongoing reference by all interested parties.

#### ***Suggestion: ‘Greater focus in meetings required, pre-determined questions would help’***

- What we did: Following on from the continued use of scoping reports, Scrutiny Advisors draft key questions to be used by the Committee in witness sessions. These are sent to the witnesses before the meeting so that witnesses are prepared to provide the information required by Members.

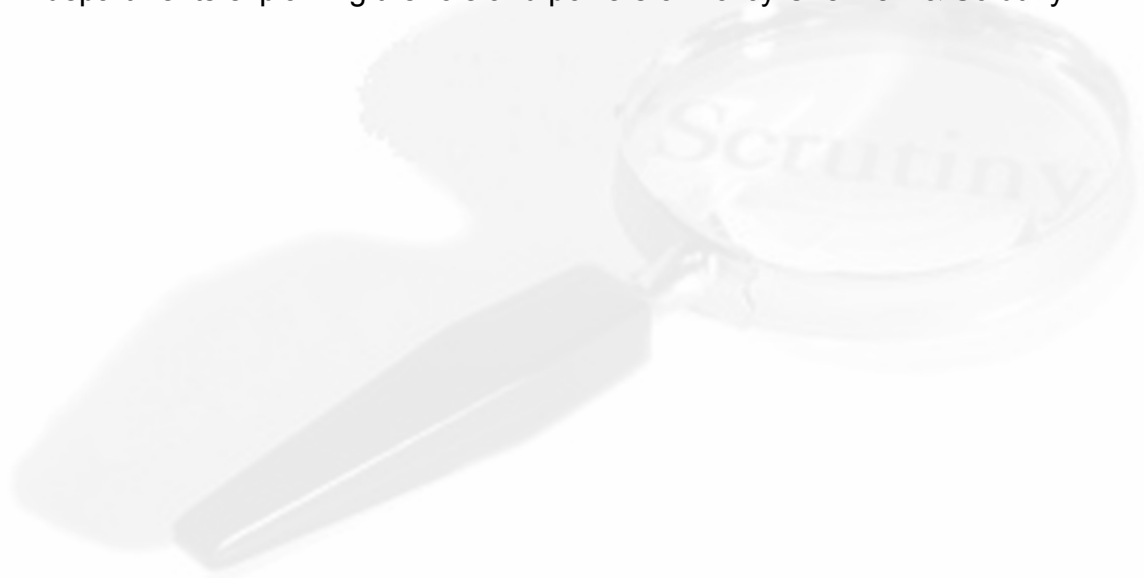


***Suggestion: 'Developing Members' skills in undertaking investigations including questioning techniques and analysing data and information'***

- What we did: Member development is a major priority for the Council and the upcoming Member Development Working Group will hopefully explore how Members can receive the appropriate skills for Policy Overview & Scrutiny. New Policy Overview & Scrutiny Committee Chairmen attend a training course at the Institute of Local Government Studies at the University of Birmingham.

***Suggestion: 'Provide better information prior to the meeting, including the powers of the Committee'***

- What we did: Witnesses and officers attending a Policy Overview or Scrutiny Committee for the first time are sent an information sheet telling them 'What to Expect'. This will be reviewed and refreshed for the next Council year. Officers in the Overview & Scrutiny Team have delivered presentations to colleagues in other departments explaining the role and powers of Policy Overview & Scrutiny.



### Policy Overview & Scrutiny Reviews 2003-9

2008/9

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

2007/8

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

2006/7

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

2005/6

Council's housing strategy  
Frontline service delivery  
Impact of Heathrow Airport on the Hillingdon Health and Social Care Economy  
Local strategic partnership – Hillingdon Partners  
Progression from Primary to Secondary school  
Sport & physical education strategy  
Customer Access (complaints)

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Hillingdon Homes' performance  
Information given to residents about Council Tax  
Planning Performance – continuous improvement  
Road safety  
Wider participation in Overview & Scrutiny

2004/5

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

2003/4

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

### Policy Overview & Scrutiny – Some Key Statistics

In 2008/9, Policy Overview & Scrutiny Committees have:

- Held over 60 meetings
- Called-in Executive decisions and asked Cabinet to reconsider this
- Sent three in-depth reviews to Cabinet for consideration
- Received verbal evidence from 60 non-Hillingdon Council witnesses, including the members of the Hillingdon PCT, Westminster City Council and Harrow District Crown Prosecutor.
- Commented on Cabinet Forward Plans items prior to the decision being taken
- Monitored the Quarterly Performance Reports for each Council Group
- Examined the budget proposals for each Council Group and submitted comments to Cabinet
- Visited various community facilities including Westminster City Council's CCTV control room, LBH Archives Store Room, and BAA apprentice programme in Heathrow Airport

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## Appendix D

### Criteria for Selecting Policy Overview Reviews

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

### External Witnesses Giving Evidence in 2008/9

- Yi-Mien Koh (Hillingdon PCT)
  - Kevin Mullins (Hillingdon PCT)
  - David Searle (Hillingdon Hospital)
  - Dr Mitch Garsin (Hillingdon Local Medical Committee)
  - Maria O'Brien (Hillingdon PCT)
  - Caroline Shermer (Hillingdon PCT)
  - Nick Carver (East & North Hertfordshire NHS Trust)
  - Sarah Brierley ((East & North Hertfordshire NHS Trust)
  - Peter Ostler (East & North Hertfordshire NHS Trust)
  - Nick Westbrook (Health Advocacy Partnership)
  - Charles O'Kell (Health Advocacy Partnership)
  - Angela Wegner (Local Involvement Network)
  - Ian Diamon (Local Involvement Network)
  - Joan Davis (Community Voice)
  - Kevin Mullins (Hillingdon PCT)
  - Inspector Darren Malpas (British Transport Police)
  - Chief Inspector Maurice Hartnett (Metropolitan Police)
  - Chris Commerford (Age Concern)
  - Andy Stubbs (Uxbridge Town manager)
  - Rob McAlister (Westminster City Council)
  - Melanie Parrish (CPS)
  - Harry Wale (Maidenhead Heritage Centre)
  - Carolynne Cotton (Central Library)
  - Steve Beynon (The Mall)
  - John Thirkettle (Street Champion)
  - Sue Turner (Street Champion)
  - Sheyi Enyosi (Youth Council)
  - Akshay Pal (Youth Council)
  - Linda McCutcheon (Street Champion)
  - Helen Mott (Metropolitan Police)
  - Kevin Dulling (Transport for London)
  - Adam Crosby (London Ambulance Service)
  - Kevin Mullins (Hillingdon PCT)
  - Colin Peel (Hillingdon PCT)
  - Liz Rippon (West Hertfordshire Hospital NHS Trust)
  - Colin Peel (Hillingdon PCT)
  - Hilary Walker (North West London Cardiac Network)
  - David McVittie (Hillingdon Hospital)
  - Dr Susan LaBrooy (Hillingdon Hospital)
  - Dr Anthea Parry (Hillingdon Hospital)
  - Evelyne Rys (Cisco)
  - Tim Halford (Cityspace)
  - Tony Appleby (BT)
  - Steve Sandham (BT)
  - Ida Charles (Short Breaks Provision)
  - Nadine Halls (Short Breaks Provision)
  - Amanda Foale (Merrifields)
  - Joy Nuthall (Moorcroft School)
  - Mark Neasden (Children with Disabilities team)
  - Carol Tomlinson (Extended Schools)
  - Chris Scott (Youth & Connexions)
  - Shree Mandke (Learning & Skills council)
  - Peter Sale (Learning in Hillingdon)
  - Trevor Sandford (14-19 provision)
  - Sue Mathews (HomeStart)
  - Tanya Link (HomeStart)
  - Helen Johnson (Log Cabin)
  - Alia Latif (Log Cabin)
  - Helen Dallas (Scope)
  - Andy Lusk (Scope)
-



## **FAST FORWARD TO 2010**

### **OUR PROGRESS IN 2008/09**

#### **A year of improvement - A modern well-managed council delivering excellent services**

**Welcome to Fast Forward to 2010 - A year of improvement, which gives residents an update on the progress we made in the last 12 months, delivering excellent services for our residents.**

**With a clear strategy of 'putting residents first', 2008 was a year to be proud of for Hillingdon.**

#### **Hillingdon leading the way**

Hillingdon continues to innovate to enhance the quality of life for our residents. Hillingdon was the first council in the country to offer council tax discounts for pensioners, preferential car parking for the elderly, a first time buyers initiative to help local young people get onto the property ladder and resident friendly weekly waste and recycling collections. Other councils are now following our lead and developing their own schemes.

Our unique Street Champions scheme, using the eyes and ears of more than 4,800 local people to report environmental issues to the council, has received national and international acclaim and our 'Streets Ahead' programme keep us closely in touch with what residents want at a local level.

We have empowered our residents through public cabinet question time sessions, which give residents the chance to talk to Cabinet members at public events held at different locations in the borough. We have extended our popular petition process, which allows residents to petition cabinet members to now include e-petitioning. Our Older People's Assembly has been recognised as giving hard to reach groups a voice and our connecting communities forum brings together key representatives from the range of communities that make up the London Borough of Hillingdon. These have all been welcomed by residents and are being replicated by other councils.

#### **Strong financial position**

Strong financial management has meant that despite the very difficult economic climate, the council has till been able to deliver a zero rate council tax increase over the next two years, whilst continuing to invest in new and improved services.

As one of 127 councils and other public and charity organisations that has money frozen in Icelandic banks, the council is well placed to be able to deal with this and there will be no effect on service delivery.

Successful lobbying of central government has generated £4m for the support for Unaccompanied Asylum Seeking Children (UASC) that would otherwise have burdened local taxpayers, releasing money for local initiatives. The council is continuing to press government so that we receive the full amount we need to support these vulnerable young people. The council does not believe that local people should have to pay for what is a national issue and that this should be funded by national government.

### **Hillingdon Improvement Programme (HIP)**

HIP remains the key improvement driver for Hillingdon. During 2008, there was a major focus on improving the *internal* organisation. All parts of the business were subject to a fundamental service review process – delivering £13m of efficiency savings and improved working practices.

As well as a focus on efficiency, HIP is also delivering a range of improvements for residents. In the coming year, we will deliver three new youth centres for our young people and as part of the council's response to the economic downturn and with strong support from residents, in 2009 we will be introducing a residents' card offering preferential access to council services and discounts with local shops and businesses.

### **Conclusion**

In 2008-2009, the London Borough of Hillingdon has demonstrated a range of achievements. Clearly responding to the needs and concerns of our residents, we have delivered high quality services whilst at the same time maintaining value for money.

Our improvements have been recognised and we are winning national awards for everything from our parks and open spaces to our award-winning contact centre. Last year the council collected 20 awards for a range of achievements.

The range of innovative projects that have been developed in Hillingdon and since emulated by others shows that although an outer London borough, we are on the leading edge of service development and delivery.



## **Leader's Statement**

### **An Introduction by Cllr Ray Puddifoot, Leader of the Council**

In the last year, The London Borough of Hillingdon made outstanding progress in improving the services we deliver for residents and we have enjoyed a year to be proud of with residents and customers remaining firmly at the heart of everything we do.

This annual report, setting out what we achieved in 2008-09 gives many examples of us delivering the things that we set out in **Fast Forward to 2010** - our three-year plan. We have reviewed every area of our business – looking at how we can improve and be more efficient – and our ambitious programme of service improvements has been delivered whilst also producing £13M of efficiency savings.

As I have consistently said, we put our residents at the heart of everything we do and so the real test of how well we do is what you say about us. Our latest residents' survey shows record satisfaction levels with services.

At the same time as improving services, we were also able to honour our commitment to freeze council tax for all Hillingdon residents.

The past 12 months have seen tremendous improvements throughout the council and in the services we deliver to residents. In the most recent residents' survey, you have told us that we are improving across a range of services and in particular, in those areas that matter most to our residents. Hillingdon's 'residents first' approach means we are now leading the way on a range of initiatives. As well as having a highly rated waste collection service (93%%) and doorstep recycling facilities (83%), residents also like our newly refurbished libraries, with more people using them than ever before. We have made improvements in our customer services, with 76% of residents satisfied when they contact the council, 77% saying that our staff are helpful and 75% of residents feeling well informed about the council and the services we deliver.

Despite the difficult financial climate that we are all facing, the council's finances are strong and with good political and managerial leadership in place, we are well positioned to weather the storm of the global economic downturn.

On behalf of our residents, we have also continued to tackle difficult issues. The council will continue to fight to oppose the Third Runway at Heathrow Airport and we are once again putting pressure on the government to fully fund the costs of supporting unaccompanied asylum seekers that we support who come into the borough through the airport.

Hillingdon continues to innovate, with initiatives that enhance the quality of life for our residents. Hillingdon was the first council in the country to offer council tax

discounts for pensioners, preferential car parking for the elderly, a first time buyers initiative to help young people get onto the property ladder and resident friendly weekly waste and recycling collections.

Later this year, we will be introducing our residents' card - Hillingdon First – which will offer all residents privileged rates on council services such as parking charges and discounts at local shops and businesses. This will further help to enhance the quality of life for the residents of Hillingdon and continue to put them first in everything we do.

**Cllr Ray Puddifoot**

**Leader of the Council**

## **2008-09 – a year to be proud of**

The London Borough of Hillingdon has enjoyed a year to be proud of and residents and customers remain firmly at the heart of everything we do.

The past 12 months have seen tremendous improvements throughout the council and in the services we deliver to residents.

Achieving more than £13m efficiency savings, our financial balances are strong and robust political/managerial leadership is in place, ensuring we are well positioned to weather the storm of the global economic downturn and to support our residents and local businesses.

Hillingdon has developed a range of initiatives, which have included delivering a number of national firsts. We were the first council in the country to freeze council tax for the borough's over 65s and this freeze has now been extended to all residents for the next two years.

Our recent residents and staff surveys have generated outstanding results, well above local government benchmarks. 76% of residents are satisfied when they contact the council, with 77% saying staff are helpful.

The number of residents who feel well informed about council services has dramatically increased to 75% and campaigns such as the 'No Third Runway at Heathrow' campaign captured residents' concerns with more than 17,000 responding to the government consultation – the highest return from **any** council. Our fight to recover money for unaccompanied asylum seeking children has resulted in more money for local initiatives.

Many other organisations are following our innovation and good practice and in 2008, we won many awards ranging from green flags for our parks to 'Council of the Year', 'Best Contact Centre' and 'Best Public Relations Team' in the Good Communications Awards 2008.

The council's cabinet is responsible for the delivery of the council's vision and by working together across service areas, they are able to successfully deliver the priorities of our residents

## **A clean and attractive borough where the environment is protected, transport links improved and our heritage preserved**

### *A clean and attractive borough*

Our residents consider a clean and attractive borough to be the most important priority for the council. Our parks have won the second highest number of green flags in London and we have established innovative schemes, such as Street Champions, to engage directly with our residents to tackle the issues that really matter to them. We have started on programmes to improve the street scene in our smaller town centres.

We have impressive recycling rates by encouraging (not penalising) our residents to recycle waste. We are now offering recycling facilities to private flats and we issued more than 4300 compost bins to our residents, free-of-charge.

### **What we said we would do**

- Make Hillingdon a cleaner greener borough
- Improve the street scene with local residents fully engaged in setting and monitoring performance standards
- Improve access and transport and relieve traffic congestion.
- Improve planning and developments and resist inappropriate development
- Continue our Chrysalis environmental programme to help improve the image of the borough.
- Strengthen the council's Planning Enforcement Service
- Ensure the heritage and natural environment, especially the green belt, are both protected and enhanced.

### **How well we did**

- The most recent residents' survey shows that 93% of residents are satisfied with our waste collection services and 83% of residents are satisfied with the council's doorstep recycling
- Opened the internationally renowned Manor Farm Complex, jointly funded by the council and the Heritage Lottery Fund
- Launched our civic pride initiative, starting with refurbishment of Hillingdon's war memorials. We also offered support for our local war veteran's who wanted to attend the 65<sup>th</sup> anniversary of the D-day landings.
- Increased the number of Hillingdon's parks that now have Green Flags, a national award for excellent parks and green spaces from seven to 10.
- Through our local campaign to oppose the third runway at Heathrow Airport, to help protect our villages and the quality of life of our residents, we submitted nearly 17,000 responses from residents opposing the plans
- Launched the Streets Ahead scheme, and held 10 Streets Ahead action days across the borough
- Opened the new children's water play feature at Ruislip Lido

- Started work on the next phase of the town centre improvement initiative in Northwood
- We now have more than 4800 street champions across the borough
- Continue environmental improvements suggested by residents as part of our Chrysalis Programme
- With the help of our residents, more than a third of Hillingdon's waste is reduced or composted, making Hillingdon one of London's top recycling boroughs
- Dealt with nearly 9,000 cases of graffiti within an average of two days
- Hillingdon has been rated as the best council in London for removal of abandoned vehicles - Reducing the number of abandoned vehicles in Hillingdon by 70% in the last two years.
- Extended the conservation areas in Ruislip and Ickenham Village and Northwood Hills Area of Special Local Character was undertaken
- Following public consultation, we are about to adopt new guidance which will help to make sure new developments achieve appropriate environmental standards
- The council continues to argue against inappropriate development, in particular in the Green Belt – The recently refused, high profile planning application for housing at Pikes End, Eastcote is an example of this.
- The council has worked with a number of developers to raise the standard of building design, both visual impact and through increased use of renewable energy.
- The council led an award- winning publicity campaign to oppose third runway at Heathrow

### **What we are doing next**

- Continue to enhance the borough through the council's civic pride initiative.
- Introduce recycling initiatives to help achieve our recycling target of 40% by 2010
- Continue to improve the quality of the borough's roads, our parks and open spaces, and improve town centres and the street scene.
- Launch a new locality initiative scheme building upon the success of the street champions and streets ahead schemes.
- Investing in improving street lighting
- We will invest £1m a year on environmental Improvements as part of the Chrysalis Programme, which uses council money for innovative local environmental initiatives suggested by residents
- Lead initiatives to tackle climate change, such as waste to energy and alternative forms of power for council buildings and new developments in the borough such as the RAF Uxbridge site
- Ensure Hillingdon is a place where people enjoy living, by balancing the need for jobs, homes and the environment by opposing inappropriate

- development and strongly influence the developments on our ex-military sites in the borough.
- Continue with our programme to designate more areas in the borough as 'conservation' areas.
  - Continue to review the borough's buildings of local, historic and architectural interest
  - Invest in our cultural facilities to develop learning and culture
  - Increase entries to external planning and design awards and to create the Council's own award scheme

## **A Safe Borough**

**Where crime and fear of crime is falling, policing is visible and our community is safer**

**Keeping people safe on our streets, when travelling and in their own homes is one of our top priorities.**

**By working closely with our partners, particularly the police and with local people in their own neighbourhoods, we are tackling crime in the borough and in particular those crimes such as anti-social behaviour and graffiti that impact most on our residents.**

**In the latest fear of crime survey for 2007, 74% of residents feel safe in their neighbourhood**

### **What we said we would do**

- Reduce anti-social behaviour
- Create a safe environment – making Hillingdon amongst the safest boroughs in London
- Reduce burglary, vehicle, assault and hate crime
- Continue our programme of road safety initiatives and pedestrian crossings and school travel plans.
- Ensure maximum publicity for those people convicted of anti-social behaviour.

### **What we did**

- Crime reduced more than 15% since 2004
- Worked with the Probation Service to engage people doing supervised community payback on various schemes in the borough including Southlands Arts Centre and the canal in Hayes.
- Business crime reduced by 25%.
- 74% of residents feel safe in their neighbourhood
- Specialist Domestic Violence Court established

- 20 Alley gating schemes delivered, helping reduce crime and anti-social behaviour
- 150 free burglar alarms fitted for older residents, helping them to feel safer
- Strengthened how different agencies work together in Hillingdon to keep vulnerable adults safe from harm. This included establishing a dedicated safeguarding team.
- Worked with the police on a major initiative to successfully tackle crime in Hayes town centre and put in place initiatives to ensure it remains a safe area
- Achieved our road safety targets for reducing accidents on our roads ahead of 2010 targets.
- Improved road safety by ensuring the majority of schools have plans in place to encourage pupils to travel to school by walking, cycling or using public transport.
- Installed 10 new pedestrian crossings and a number of traffic improvement schemes.

### **What we are doing next**

- All major developments will meet the Metropolitan Police designing out crime standard, to help make areas safer
- Continue to increase the numbers of local residents who feel secure – improving the safety and well being of older people and vulnerable people and their feeling of security.
- Continue to make improvements to keep vulnerable adults safe from harm.
- Fund measures to improve local safety around alleyways, public open spaces and shopping areas
- Continue to deliver our road safety programme and traffic improvement schemes.
- Investigate all road safety concerns identified by residents and, where possible, introduce measures to alleviate them.
- Continue to invest extra money to reduce traffic congestion and improve CCTV services in the borough.
- Continue to support police safer neighbourhood teams and ensure that they get easy access to the council services to help make local areas safer
- Work closely with our partners, including registered social landlords and other landlords to tackle anti-social behaviour in social housing.
- Continue to implement safer routes to school as part of the School Travel Plan programme and develop further initiatives such as the Walking Bus and school cycle routes.
- Continue to fit free burglar alarms for our older residents

## **A borough of learning and culture; Where residents can develop and broaden their knowledge and embrace new leisure pursuits**

**We continued to deliver our programme to refurbish and improve all of our libraries and our exam results are improving all the time.**

**Year on year, our educational attainment results continue to improve. At key stage 4 in 2008 we achieved 64% of at least 5 grade A\*-C passes in GCSEs, (up from 58% in 2007) the biggest single year improvement we have recorded.**

### **What we said we would do**

- Improve the quality of our libraries and encourage more people to use them
- Develop sports centres for the future with excellent facilities, available to all our residents.
- Develop and improve education in our schools
- Launch our new sports strategy, working with residents and local sports clubs to make sure we provide the right facilities and events.
- Launch our culture and arts strategy, working with participants to make sure it provides the right facilities and events.

### **How well we did**

- Secondary school exam results (5 or more A\*- C passes at GCSE) increased by 6%
- Five secondary schools are now judged to be outstanding by OFSTED
- 55% of pupils achieve good level of development at Foundation Stage
- 73% of nurseries inspected judged good or better
- Secondary school absenteeism is below the national average
- 5.6% of 16-18 year olds in Hillingdon are not in education, employment or training, well below the national average
- Our library service is bucking the national trend for usage, with 100,000 residents now registered to borrow from our libraries. 77% of residents are satisfied with our libraries
- Continued our blue plaque scheme with one marking the pioneering work of Alexander Fleming, to recognise people who have helped to make Hillingdon great and to celebrate our history and culture
- Opened the borough's first Christmas ice rink
- Continued to deliver our modernisation programmes for adults with learning disabilities and mental health needs – this includes opening a new resource centre for adult with a learning disability (called 'Perfect Start') to increase access to employment, leisure, education and training
- Adult learners have extended opportunities to gain full level 2 and 3 qualifications, skills for work and access to higher education programmes



- 1,719 adults have achieved a nationally accredited qualification
- Work in supported employment programme has been developed for adults with difficulties and disabilities
- A wide programme of opportunities for families learning together has been successfully delivered through extended schools and stand alone programmes
- Opened the three newly refurbished libraries – Manor Farm, West Drayton and Harefield. We also opened the historic Manor Farm refurbished heritage site and library.
- Following the opening of the Manor Farm Heritage Site, we have developed a program of community and school based activities. These are aimed at bringing a wide range of people to the site
- Extensive outreach at libraries, involving schools and the community around each library
- 87.47% of leisure centre customers surveyed were satisfied with their visit to Sport and Leisure facilities.
- Successfully tendered a new 5-a-side football centre and opened a new health and fitness facility 'Active Lifestyles Gym' at the Minet site in Hayes
- Retendered a new Golf contract for the management of Uxbridge, Haste Hill and Ruislip courses, ensuring investment is provided to improve our golf courses.
- Successfully achieved London Development Agency funding to extend Bigfest to two locations, Hayes and Uxbridge
- Launched a sports bursary for talented local athletes to support elite performance and excellence
- Launched the KICKZ football programme delivered in partnership with Watford FC, QPR FC, the Football Foundation and Metropolitan Police with 120 young people involved three days a week
- Launched the West London Cultural Offer for 2012 through the first West London Story forum at the Compass Theatre
- Greatly increased the amount of breaks in the Arts for Carers project by establishing formal partnerships with Brunel University, Adult Education and focussing on the legacy of the project
- Continued the arts development programme through ongoing support of all creatives via a range of artist networking opportunities and young people programmes
- Developed and established monthly tea dances for older people
- Increased the number of volunteers in the arts service to more than 100
- Completed work to improve disabled access at the Compass Theatre providing full backstage access to performers and visitors

### **What we are doing next**

- We will continue to refurbish the borough's libraries
- Continue to develop and improve education in our schools and raise exam results

- Continue to extend our blue plaque scheme and maintain our local heritage
- Extend opportunities for older people and adults with disabilities to participate in leisure, recreation and cultural activities
- Increase the range of vocational courses at GCSE and post 16.
- Work to extend community based sports development programmes offering new activities and opportunities to residents.
- Increase take up and satisfaction of customers in our libraries
- Deliver outstanding skills and personal learning opportunities for Hillingdon's community
- Enable our communities to engage with the arts through the provision of a comprehensive programme of events and services
- Develop a four year sports and cultural programme that will enable Hillingdon to engage residents with the opportunities offered by London 2012
- Complete work on the new Hillingdon Sports and Leisure Centre and Botwell Green Leisure Centre and Library in Hayes
- Actively seek to engage with a national team to use new facilities at Hillingdon Sport and Leisure Centre for the 2012 Olympic Games
- Develop a new specialist gymnastics facility at Botwell Green Leisure Centre with a full programme of recreational pre-school gymnastics through to school and club level performance
- Launch new programmes for sport and leisure activities at the two new leisure centres and Hillingdon Sports and Leisure Centre and Botwell Green Leisure Centre
- Work through the arts to create lively public spaces that enhance the environment and help to develop a sense of well-being
- Use the arts to raise the confidence of the older and more vulnerable and to engage young people in positive activity

## **A borough where children and young people are healthy, safe and supported**

**Where our young people are valued, properly educated and given the opportunity to thrive**

**A project lead by the Deputy Leader of the council has delivered a range of projects for young people, empowering them to follow through on projects generated from their own ideas of where they would like the money to be spent.**

### **What we said we would do**

- Ensure all children in need and at risk continue to be protected and have the services they need

- Encourage the take up of sporting, leisure, and cultural activities by children and young people
- Improve the performance of Hillingdon children at all stages of education
- Provide three more youth centres for youth activities in Hillingdon
- Extend and improve the quality of early years and childcare provision.
- Support our children to be healthy
- Improve the quality of life for all of our children and young people, including those in the council's care

### **How well we did**

- The council spent £476,000, supporting 77 projects, benefiting 20,000 young people in Hillingdon
- Opened 11 new children's centres, to provide services for the under 5s under one roof
- We launched a new integrated children's trust in Hillingdon which, working with our partners, is delivering better and more joined up services for children and young people
- Provided a grant of £1,000 to every scout group in the borough
- Reduced numbers of children looked after by the council.
- A successful campaign to promote fostering has increased number of young people placed with families
- Supported around 1,000 unaccompanied asylum seeking children
- Our children's safeguarding arrangements have been judged as outstanding by Ofsted, with Hillingdon being one of only 17 councils nationally judged as outstanding
- In partnership with local schools, we delivered new sports opportunities for children and young people.

### **What we are doing next**

- We will progress the delivery of three new youth centres.
- Protect children and young people from crime and accidents
- Improve the educational prospects of looked after children
- Improve the services on offer to young people in our libraries, arts and culture and sports facilities.
- Strengthen the links between the school travel plan programme and students in years 7-13, with health promotion initiatives in our leisure centres as part of the national Change for Life campaign

## **A borough with improving health, housing and social care**

**Together with our partners to strive to provide or arrange value for money, quality care services and decent affordable housing in both the public and private sectors.**

**We have continued to deliver innovative solution to the housing needs of our residents. Despite difficult economic conditions, residents took advantage of our first time buyers scheme and in what is believed to be another 'first', we are also working with the forces to identify initiatives for housing ex-service personnel.**

**Our relationship with the local health service in Hillingdon has continued to improve, helping us to deliver improving healthcare to our residents.**

### **What we said we would do**

- Protect local health services for our residents
- Improve the quality of life, independence, choice and improve access to good quality health, housing and social care
- Work with the primary care trust to minimise the effect on local services caused by their budget deficit
- Increase the provision of key worker and affordable homes in Hillingdon

### **How well we did**

- During 2008/09 we continued to provide support under our low-cost home ownership scheme for our first-time buyers, helping 24 households get onto the property ladder.
- Hillingdon's performance to minimise any delays experienced by people leaving hospital continues to be excellent
- The 'Home Handyperson Scheme' has helped hundreds of residents to remain independent in their own homes by providing essential changes to their home that help with day to day living.
- Continued to deliver our modernisation programmes for adults with learning disabilities and mental health needs – this includes opening a new service providing twelve extra supported housing places for adults with a learning disability (Yew Tree Lodge)
- Improved access to adult social care services by launching Hillingdon Social Care Direct, giving residents a single point of contact and ensuring a consistent and timely response to all enquiries
- Improved more than 160 heating systems for older people through the Warm Zones schemes
- Delivered more than 500 home energy insulation measures in the private sector, mainly for older people
- Agreed arrangements to increase choice for people receiving social care services and ensure that services are personalised to their needs

- Strengthened customer engagement to further improve services to meet the needs of customers
- Continued to work successfully in partnership with registered social landlords and other partners to reduce homelessness. Hillingdon is leading in London and has recently showcased innovative programmes to avoid homelessness. The council is on track to reduce the use of temporary accommodation by 50% by March 2010. Hillingdon is also a pilot area for fast track mortgage rescue.
- The council has more than 600 affordable housing units under construction.
- Colleagues from the health service in Hillingdon moved into the Civic Centre, helping to better join up health services and reduce costs

### **What we are doing next**

- Helping people to receive the care and support they need to live independently in the community by:
  - Developing extra care housing.
  - Delivering assistive technology services
  - Continuing the modernisation programmes for adults with learning disabilities and mental health needs
  - Developing and improving services to enable adults and older people to remain living in the community
  - Maintaining and developing support to carers
  - Improving and promoting the health and well-being of adults and older people.
- Helping people to live in safe, warm, affordable homes by:
  - Continuing to improve arrangements to safeguard vulnerable adults from harm
  - Continue to support first-time buyers through our first time buyers deposit scheme for borough residents.
  - Work in partnership to reduce homelessness, including reducing the number of people in temporary accommodation by 50% by 2010.
  - Increasing the number of new houses provided by the council
  - Maintain an excellent housing/council tax benefit service and housing service, demonstrating value for money and increase benefit take up and improve the speed and accuracy of benefit applications
- To maximise the choice that customers have over services by delivering transformation in adult social care to give people who use adult social care services more choice and personalisation.
- To actively involve customers in the planning and delivery of services
- Continue to implement our affordable housing planning guidance for all new residential developments
- Continue to install burglar alarms, free-of-charge in the homes of our older residents, helping them to feel safe

- To increase the provision of affordable homes from 155 units to 199 units a year.

## **A prosperous borough**

**Where enterprise is encouraged, business supported and new jobs created for local people**

**The council aims to have a thriving vibrant economy for Hillingdon, where local people have the skills to take advantage of the jobs that are available. We will work with partners to increase the number of job opportunities in Hillingdon and to improve pathways to employment for local people.**

**The council has also responded to the difficult economic climate with a range of measures to support residents and local businesses.**

### **What we said we would do**

- Make it easier for small local companies to provide services to the council, so that where it is financially expedient to do so, we buy services from them
- Improve skills training and employability of local people
- Consult the business community and other organisations, recognising the role of business in delivering regeneration
- Work collaboratively at regional and sub-regional level with a range of partners and possible funders to secure investment, improving skills and employment opportunities
- Ensure key employment sites are retained.

### **How well we did**

- We froze council tax for the over 65s and committed to freezing council tax for all residents for the next two years.
- We saved £13m in running costs for the council, providing our residents with even better value for money from their council
- Secured funding for “Workmates” a job retention pilot programme in partnership with A2 Dominion Housing.
- Launched the new young achievers in construction scheme.
- The council secured £1.5m for 10 new start-up studios at Hayes Community Campus to support local small businesses.
- Delivered tailored business start-up advice to 41 residents through Women in Business programme.
- We supported some 1100 businesses, which benefited from receiving the Small Business Rate Relief amounting to £760k.
- Worked with our partners to provide a business start-up support service, increasing the number of business by 350 (our target was 85)

- Developed an accessible Access to higher education programme for teaching, early years and healthcare professionals
- Worked in partnership with the Department of Work and Pensions to increase benefit take-up for those people who are entitled – approximately £5m for 3,500 residents during 2008/09.

### **What we are doing next**

- Increase the number of adults with disabilities accessing education, employment and training opportunities
- Our housing policy will help people access affordable housing including key workers and economically active residents, helping to support our local labour market.
- We will introduce a construction apprentices scheme.
- Support Brunel University in delivering an enterprising attitudes programme.
- Engage with business to encourage their support for our outcomes and increase their corporate social responsibility.
- Open up opportunities for local businesses to benefit from the contracts associated with London 2012
- Prepare a planning document to guide the redevelopment of the RAF Uxbridge site to ensure that it revitalises the local area and provides benefits for people across the borough
- We will work with major local businesses to encourage investment in the borough, which will help to bring more training, skills and jobs into Hillingdon for local people to access.

**A borough where opportunities are open to all where communities are closer and stronger and local people are listened to and excellent services provided for all**

**The council is committed to opportunities for all where communities are closer and stronger and feel they are listened to, we have sought to ensure that “residents first” is reflected in everything we do.**

### **What we said we would do**

- Support older and disabled people
- Improve access to services and employment for the elderly, disabled and minority groups
- Maintain our policy of the best person for the job regardless of sex, age, race, sexual orientation or other factors
- Encourage community development, engagement and social cohesion in the knowledge that services are provided fairly and based solely on need.

## **How well we did**

- Froze Council Tax for the over 65s (extended to all council tax payers for the next two years)
- One of first London councils to self assess at level 4 of the new Equality Standard for Local Government following an external accreditation at level 3.
- Hillingdon's contact centre won an award for best council contact centre and came top for performance in London as part of a mystery shopping exercise of contact centres
- Hillingdon was the first local authority to pilot a new initiative to scan and validate planning applications.
- The council held three Question Time events, attended by hundreds of residents, giving them the chance to put questions to the council's Cabinet
- Sought and attained approved Apple accreditation training courses
- Entered into a new contract with the police to provide 11 additional police officers who can tackle issues in the areas of greatest need
- Achieved national accreditation for the specialist domestic violence court at Uxbridge (one of only five in London)

## **What we are doing next**

- Freezing council tax for all Hillingdon residents for two years
- Increase the number of adults with disabilities accessing education, employment and training opportunities
- Ensure the council and its partners respond to neighbourhood needs and improved service delivery for all residents
- Promote community cohesion across all of the borough's communities so that people feel that communities get on well
- Continue the Leader's Initiative to support our older residents
- Support partner organisations to extend opportunities for staff to engage in volunteering activities
- Increase benefit take-up for those people who are entitled through joint working with the Department for Work and Pensions.
- Provide free swimming for older residents. All people aged 60 and over will be able to swim for free at Hillingdon leisure centres from April 2009. To launch the scheme, additional free swimming lessons will be available during 2009/10
- Deliver community based sport and physical activity projects in partnership with DASH, MIND and Age Concern to improve knowledge and range of activities for residents to maintain healthy, active lifestyles.



## **What our residents, staff and partners say about us**

“I would like to congratulate the council for holding council tax unchanged this year. It is most appreciated”

**Ickenham resident**

I am writing to applaud the diligence and efforts of the men who managed to collect our bins despite the bad weather that resulted in the country coming to a standstill. It is indeed a privilege to live in this borough.....Thank you for the great work that the borough has been doing for us and we look forward to the continued excellent service.”

**Ruislip resident**

“I would like to express my appreciation and gratitude to the council for the measures you have adopted to alleviate the concerns of the majority of pensioners.”

**West Drayton resident**

*“Being a street champion makes you feel included in how things get done ... when you see work done that you’ve requested, it makes you feel you’re achieving something worthwhile.”*

**Street Champion in Hayes**

“I write to congratulate the council on what an excellent publication Hillingdon people is. Also, in the last few years, we have found the online services particularly useful and informative and we are not surprised that the website has been found to be the best in London”

**Hillingdon resident**

*“In my particular part of Hillingdon I notice the roads are kept clean and in good repair. The graffiti is under control. The restoration of the Manor Farm site is excellent.”*

**Ruislip resident**

“I am grateful to live in an authority that values its libraries. “

**Ickenham resident**

"I am writing to say how much we both enjoyed the evening (Council Question Time event) and the open questions gave people a chance to ask things that affected them."

**Hillingdon residents**

*"I came out feeling uplifted and proud"*

**Toni (staff member, staff roadshows, 2008)**

*"Hillingdon council is crucial to the PCT and we see our partnership growing as we drive forward our commitments in the Sustainable Community Strategy and act on the findings of the Joint Strategic Needs Assessment"*

**Professor Yi Mien Koh, Chief Executive Hillingdon Primary Care Trust**

*"I welcome the memorandum of understanding which has brought in extra resources and enabled more effective local tasking"*

**Carl Bussey, Hillingdon Borough Commander**

*"HAVS is looking forward to developing the already positive partnership working as we move to a more sustainable vibrant voluntary and community sector."*

**Ted Hill, Chief Executive, Hillingdon Association of Voluntary Services**

## **Hillingdon Council Awards 2008/09**

- Young Local Authority of the Year
- Local Authority of the Year (LG comms awards 2008)
- Local Authority PR team of the Year (LG comms awards 2008)
- Contact Centre training award (LG comms awards 2008)
- Contact Centre team of the year (LG Comms awards 2008)
- Council Worker of the Year – Luke Turner
- Young Communicator of the Year – Emma Marsh
- A Green Heritage Award - Ruislip woods
- Excellence Award - Highways Maintenance Department
- London Warm Zone Achievement Award
- Greater London Training Award – Adult Education Service with the School Improvement Service
- Silver Gilt award in the large city category in the London in Bloom Awards
- Two RSPCA awards for the Animal Welfare Team.
- Hillingdon's Health and Safety Training Service - Charter Mark Best Use of Novell Solutions by the Service Desk (Annual Global Customer Awards 2007)
- Quest Status trademark for Highgrove Pool
- Built Environment and Architectural Heritage Award – Ruislip High School

- Lexcel award – Legal Services
- Local Hero Awards – Luke Turner and Maggie Ditchburn
- National Youth Agency Quality Mark – Youth and Connexions Service

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