



HILLINGDON
LONDON



Annual Council

To all Members of the Council

Date: THURSDAY, 12 MAY 2016

Time: 7.30 PM

Venue: COUNCIL CHAMBER -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE UB8
1UW

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

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Putting our residents first

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Agenda

Prayers

To be said by Father Nicholas Schofield

1 Apologies for Absence

2 Declarations of Interest

To note any declarations of interest in any matter before the Council

3 Election of Mayor 2016 / 2017

To elect a Mayor of the London Borough of Hillingdon to hold office from 12 May 2016 until his or her successor becomes entitled to act as Mayor.

- i) The retiring Mayor, Councillor George Cooper, to provide a summary of his year in office.
- ii) Nominations for Mayor invited by the retiring Mayor - election (if necessary).
- iii) Retiring Mayor declares the result.

Adjournment for the robing of the new Mayor

4 Acceptance of Office by the Mayor

- i) The newly elected Mayor to make and sign the declaration of acceptance of office.
- ii) The Head of Democratic Services to declare the election of the Mayor to be complete.

5 Appointment of the Deputy Mayor

To receive the Mayor's appointment in writing of a Councillor of the Borough to be Deputy Mayor for the coming year.

6 New Mayor's Announcements

To receive announcements from the new Mayor.

7 Vote of thanks to the Outgoing Mayor

- i) Vote of thanks to the outgoing Mayor to be moved and seconded.
- ii) Presentation of Past Mayor's and Past Mayoress' badges.

- 8 Report of the Head of Democratic Services 1 - 60
- 9 Committee Allocations and Membership 2016 / 2017
(Report to follow) To determine the number and size of Council committees and allocate Members to serve on those Committees based on the political balance of the Council, where required.
- 10 Policy Overview and Scrutiny Committees Annual Report 61 - 82
To receive the annual report.
- 11 Statement by the Leader of the Council
In accordance with the provisions of the Constitution, to receive, without comment, a statement by the Leader of the Council.

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

REPORT OF THE HEAD OF DEMOCRATIC SERVICES

8.1 AMENDMENTS TO COUNCIL CONSTITUTION

i) New changes to Cabinet Member Portfolios and Responsibilities

RECOMMENDATION: That the revised Article 7 (Appendix 2) of the Council's Constitution with updated Cabinet Member portfolios and responsibilities and the related updates to Part 3 - Officer Scheme of Delegations and other parts of the Constitution, be approved.

Information

The Leader of the Council has reviewed Cabinet Members' portfolios and responsibilities, which form part of Article 7 of the Council's Constitution. The changes proposed by the Leader reflect an updated allocation of existing responsibilities, with some new responsibilities added to ensure strong leadership on the key priorities for the Council and local residents going forward. Appendix 1 shows the detailed portfolio changes; with Appendix 2 the definitive version for Council to agree.

There are two new responsibilities to the Leader of the Council's portfolio which require a paired delegation in Part 3 of the Council's Constitution, Officer Scheme of Delegations. These are shown in Appendix 1.

ii) Past changes to Cabinet Member Portfolios and Responsibilities

Information

The Leader of the Council can make amendments to Cabinet Members' responsibilities mid-year either a temporary or permanent basis, in accordance with Article 7 in the Constitution. This is required to ensure that the powers of Cabinet Members adapt with the operation or objectives of the Council. As required by the Constitution, a report should be made to Council on any changes in the previous twelve months and this is given below. All Members received formal notification of the changes on the date they became effective. These are also included in Appendix 2, under no. (i) on this agenda item.

New Delegations within Portfolio	Cabinet Member(s)	Date Effective
'To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority'.	Cabinet Member for Education & Children's Services	15 October 2015
'In conjunction with the Corporate Director of Finance, to review individual council services budget accounts and make any necessary decisions on adjustments to budgets that may be required before the presentation of the yearly Outturn Budget report to Cabinet'.	Leader of the Council	18 April 2016

iii) Article 10 - Area Committees

RECOMMENDATION: That Article 10 on Area Committees be removed from the Council's Constitution and the remaining Articles be renumbered accordingly.

Information

Article 10 has never been invoked by the Council since the Constitution was first approved in 2002. Instead, the Council has chosen to use a variety of other, more targeted and effective ways to engage with residents about local services and issues in an accountable and efficient way, including:

- Ward Budget Initiative, where local Ward Councillors can provide direct support to local communities, with budgets they are accountable for;
- The Council's well-regarded petitions process, which allows for more streamlined, accountable local decision-making on matters of real importance to residents;
- Street Champions, Older Person's Assembly, Cabinet Question Time, and various Forums to engage directly;
- Links with the diverse range of Outside Bodies that Councillors represent the Council on;
- The Council's primary partnerships with the Police, business, health and other stakeholders have developed significantly during this time, providing a more integrated approach to local service delivery;
- Involvement in local grassroots campaigns, e.g. 3rd Runway and HS2 has enabled the Council to build strong, lasting links with communities;
- Technology has advanced and the Council now engages with residents about services online and via social media in a more personalised way.
- Strong consultation arrangements are in place with service users on changes and improvements to services that they use or may need;
- The Cabinet decision-making process enables the Council to respond more efficiently to local issues, than through a committee-type process.

Area Committees can therefore be argued to be an outmoded approach to community engagement and decision-making in a modern local authority and it is, therefore, recommended to Council that reference to their establishment be removed from the Constitution. A copy of Article 10 is attached as Appendix 3 for reference.

8.2 APPOINTMENT OF CABINET

Members are asked to note the appointment by the Leader of the Council of the Deputy Leader and Cabinet for 2016/2017 onwards as follows:

Position/Portfolio	Councillor
Deputy Leader and Education & Children's Services	Councillor Simmonds
Central Services, Culture and Heritage	Councillor Lewis
Finance, Property and Business Services	Councillor Bianco
Community, Commerce and Regeneration	Councillor D. Mills
Planning, Transportation and Recycling	Councillor Burrows
Social Services, Housing, Health and Wellbeing	Councillor Corthorne

8.3 STANDARDS COMMITTEE - APPOINTMENT OF INDEPENDENT PERSON

RECOMMENDATION: That Mr David Smith be re-appointed as Independent Person for a further three year period, to June 2019.

Information

1. In accordance with the provisions of the Localism Act 2011 (the Act), Council in July 2012 agreed the adoption of a new Code of Conduct for Hillingdon Members and co-opted members.
2. The Act requires the Council to have in place arrangements under which, firstly, complaints against Members and co-opted members can be investigated and, secondly decisions on complaints can be made. As a part of that process, the Act envisaged a new role for an 'Independent Person'.
3. The Council is required to appoint at least one Independent Person. Although not a member of the Standards Committee, the Independent Person's views are to be sought and taken into account by the Committee when considering complaints about the conduct of a Member or co-opted member of the authority.
4. In July 2013 Council formally appointed Mr David Smith to the position of Standards Committee Independent Person for a 3 year period to July 2016.
5. On 7 March 2016 the Standards Committee considered options for the appointment of an Independent Person for the ensuing three year period. The Committee noted that since the new Code was adopted there had only been one complaint about a Member which reached the stage of formal consideration by the Standards Committee thereby requiring Mr Smith's involvement.
6. The Committee considered that Mr Smith remained a suitable person to continue in his role of Independent Person and therefore resolved to recommend to Council that he should be re-appointed.
7. Mr Smith is a practicing consultant with Turbervilles Solicitors having retired from the partnership in April 2013 and is also involved with a leading animal welfare charity. Mr Smith has indicated his willingness to continue in his role

and this option would obviously negate the time and expense of re-advertising and interviewing for the position.

8. The position carries a Special Responsibility Allowance of £1,533 p.a.

Financial Implications

9. If the recommendation is approved the Council will not incur any additional expenditure associated with the appointment of this role.

Legal Implications

10. Section 28[8] of The Localism Act 2011 prescribes the procedure that a local authority must follow if it wishes to appoint one or more Independent Persons in relation to its Standards regime. The position has to be advertised to the general public and an interview process has to be conducted once expressions of interest have been received - any appointments have to be ratified by full Council.
11. There is nothing in the Act which prohibits the extension of Mr Smith's appointment as an Independent Person

Background Papers: None

Key to changes

Deletions	- Red Strikethrough
Amendments	- Yellow
New / Moved delegation	- Green

ARTICLE 7 - THE CABINET (EXECUTIVE)

7.01 The Executive

- (a) The Executive is responsible for undertaking all of the Council's functions, except for those functions (specified in Articles 4, 8 and 9) that are reserved to the Council and that are undertaken by the Full Council or delegated to committees, sub-committees, other bodies or officers. When the Executive meet collectively, it is known as "the Cabinet". Individual councillors that are members of the Executive are known as "Cabinet Members".
- (b) The Cabinet comprises up to 10 Councillors including the Leader, but the Leader may reduce this number at some future date.

7.02 Leader

The Leader will be a Councillor elected at the annual meeting immediately following the ordinary election of Councillors to the position of Leader of the Council. The Leader holds office until:

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

Any Leader appointed other than at the Annual Meeting immediately following the ordinary election of Councillors shall hold office until the next Annual Meeting immediately following the ordinary election of Councillors.

7.03 Other Cabinet Members

- (a) The Leader shall appoint other Cabinet Members. Cabinet Members hold office until:
1. they resign from office; or
 2. they are suspended from being councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
 3. they are no longer Councillors; or

4. they are removed from office by the Leader; or
 5. they are removed from office by the full Council following a recommendation from the Leader; or
 6. on expiry date of fixed term save that the Council can remove them from office, either individually or collectively, at an earlier date but only in the event of a change in political control of the Council.
- (b) As circumstances require and to cover planned and unplanned absences, the Leader may assign Cabinet portfolio responsibilities from one Cabinet Member to another and will notify the Head of Democratic Services where this arrangement is intended to last for more than four weeks.
- (c) The Leader will designate one of the Cabinet Members to be the Deputy Leader.

7.04 Cabinet Assistants

Other members of the Council may, from time to time, be designated by the Leader and notified as such to the Head of Democratic Services as a Cabinet Assistant for a particular activity or range of activities. Such a Member will not be a Cabinet Member and cannot make executive decisions, but will work with the relevant Cabinet Member. The Leader of the Council will make arrangements for, determine and review from time to time a protocol relating to the roles and responsibilities of Cabinet Assistants

7.05 The Cabinet Members

The Leader of the Council is Councillor Ray Puddifoot. The following Councillors have been appointed by the Leader to be Cabinet Members with their respective portfolio responsibilities:

NAME		CABINET PORTFOLIO
1.	Councillor Ray Puddifoot MBE	Leader of the Council
2.		Deputy Leader of the Council
3.		Cabinet Member for Education and Children's Services
4.		Cabinet Member for Social Services, Housing, Health and Wellbeing
5.		Cabinet Member for Community, Commerce and Regeneration
9.		Cabinet Member for Finance, Property and Business Services
7.		Cabinet Member for Central Services, Culture and Heritage
8.		Cabinet Member for Planning, Transportation and Recycling

7.06 Proceedings of the Cabinet

This Article is to be read in conjunction with the Executive Procedure Rules set out in Part 4 of the Constitution.

- (a) The Cabinet will meet as often as required but will usually meet on a monthly basis. The Leader will keep this arrangement under review.
- (b) Councillors who are not members of the Cabinet cannot make any executive decisions, nor can they act as substitute or deputy Cabinet members. In the absence of Cabinet Members, the Leader and/or Deputy Leader will act on their behalf or determine which Cabinet Member will cover an absent colleague's responsibilities.
- (c) A Cabinet Assistant, Champion or Borough Advocate may attend and speak (but not vote) at any Cabinet meeting on issues within the portfolio that are discussed with the approval of the Chairman (Leader).
- (d) The Chief Whip of the Majority Party may attend Cabinet meetings and speak, but not vote on any item under discussion.
- (e) With the permission of the Chairman (Leader), Chairmen or in their absence Vice-Chairmen of Policy Overview and Scrutiny Committees may attend meetings of the Cabinet and speak (but not vote) on any item previously considered by their Committee – to present the views of the Committee rather than a personal view

7.07 Delegation of Functions

- (a) This part of the Constitution records the arrangements made by the Council for the allocation of responsibilities and the discharge of executive functions by the Leader, the Cabinet and Cabinet Members.
- (b) The Leader may review and make new arrangements for the discharge of the Cabinet scheme of delegations as set out in 7.08.
- (c) However, the Leader cannot approve alterations to the definition of key decisions, key financial decisions and any financial thresholds in this article, of which any decision to alter is reserved by full Council. The Leader cannot approve any other decision, including those that are statutory and legislative, which fall within the remit of full Council.
- (d) The Leader can make such new arrangements for the Cabinet scheme of delegations at any time on either a temporary or permanent basis, in accordance with the Executive Procedure Rules in Part 4 of the Constitution. Where this is the case, the Leader will notify the Borough Solicitor and Head of Democratic Services in advance of any proposed changes made. This will ensure that:
 - 1. All Councillors are informed of those alterations;
 - 2. The Constitution is amended accordingly;

3. The alterations are published; and
4. A report is made annually to the Full Council on the changes that have been made during the previous twelve months.

(e) Wherever arrangements are not specifically made in this article for the discharge of executive functions by Cabinet Members, those functions remain with the Leader.

7.08 Cabinet Scheme of Delegations

(a) To underpin the principles of greater accountability and transparency in decision-making, all delegations to the Cabinet and Cabinet Members are set out in this section. All anticipated key decisions and other decisions, following from these delegations, will be set out in the Council's Forward Plan.

(b) KEY DECISIONS

The Cabinet collectively will be responsible for taking the key decisions and key financial decisions as defined below:

1. Developing proposals that require the Council to amend its policy framework.
2. Decisions resulting in cost/savings outside of existing budget that exceed the following thresholds:-
 - 10% of the annual revenue budget for a service or any proposals in excess of £500,000.
 - variations to capital schemes on programmes in excess of £250,000 in any one year.
3. Decisions which have a significant impact on two or more wards as defined below:-
 - where the outcome will have a significant impact on the well-being of the community or the quality of service provided to a significant number of people living or working in an area.
 - Where 'Communities of Interest' as well as geographic areas are affected significantly, e.g. young people by the closure of a youth centre.

(c) CABINET DELEGATIONS

The Cabinet makes decisions in the following circumstances:

1. matters reserved to the Cabinet as set out in Article 7.08;
2. matters delegated to individual Cabinet members where, in any particular case, the Leader directs that the decision should be reserved to the Cabinet;

3. matters delegated to the individual Cabinet members where the relevant Cabinet member decides to refer any particular matter to the Cabinet for decision; and
4. matters referred to the Cabinet by individual Cabinet members following call-in by the relevant overview and scrutiny committee.

The General Responsibilities of the Cabinet

1. The Cabinet has overall responsibility for the preparation of the budget, and the policy and financial frameworks, which are to be adopted by the full Council. In discharging these overall functions and responsibilities, the Cabinet is responsible for the following:

Leadership in these areas:

- i. proposing policy development, changes and new policy;
- ii. articulating existing Council policy to other organisations;
- iii. commenting on proposals from others on behalf of the Council, including through the media;
- iv. influencing others, including the media, in order to promote existing Council policy or matters reasonably collateral to it;
- v. ensuring the Council has a programme for continuous improvement of its services.

Partnership working with:

- vi. any or all other organisations who can assist the Council to achieve its stated objectives or where collaboration benefits those who live in, work or visit Hillingdon;
- vii. others involved in community planning and the formation of partnerships with other local public, private, voluntary and community organisations to address local needs.

Decision Making:

- viii. As indicated in Article 7.01 above the Cabinet will be responsible for undertaking all of the Council's functions, and making decisions accordingly, except for those listed in ix. below.
- ix. It will not have responsibility for those functions, which have been reserved to full Council as set out in Article 4. Neither will it have responsibility for the functions to be exercised by those Committees or other bodies outlined in Articles 8 and 9.
- x. The Cabinet will also exercise those 'local choice' functions which are set out in Appendix A to this Article.

Monitoring:

- xi. To regularly monitor the performance and development of Council services.

Other decisions to be taken collectively by the Cabinet:

1. Any decision having an impact on two or more wards, whether the impact is direct (e.g. where the decision relates to a road which crosses a ward boundary) or indirect (e.g. where the decision relates to the provision or withdrawal of a service which is or would be used by people from two or more wards).
2. Consideration of any report prepared by an external organisation ~~(e.g. Audit Commission or GSCI)~~ into the performance of the Council whether in general or in relation to a particular case, including the Council's response to it. Cabinet Member sign-off may be given to such inspections in urgent cases as set out under the delegations to Cabinet Members
3. Closure of, or significant reduction in provision of, any Council service.
4. Where the decision is one, which will involve a significant change in the manner of Council service provision.
5. The fixing of fees and charges for Council services.
6. Granting or withdrawing financial support to any external organisation, except where under agreed initiatives delegated to the Leader or Cabinet Member.
7. Writing off any bad debt in excess of £50,000, unless the Council has within the last 3 years already written off debts for the person/organisation concerned totalling that amount in which case any further write off would be a key decision.
8. The exercise of the Council's compulsory purchase powers.
9. Authority to apply for funding from any external body which if successful would require Council matched funding either revenue or capital, and agreement to the final scheme.
10. Consideration of any policy and budget framework documents which are to be the subject of a recommendation to full Council.
11. Where the Mayor on advice from the Head of Paid Service and/or Monitoring Officer and/or Chief Finance Officer is of the view that the matter is one which ought properly to be treated as a key decision, and informs the proper officer to that effect at least 6 weeks before the decision is in the opinion of the Monitoring Officer likely to be taken.
12. To approve Planning Briefs for sites.
13. To determine school organisation proposals where objections have been received.

~~14. To adopt the Council's Local Area Agreement.~~

Procurement and Contract decisions to be taken collectively by the Cabinet:

Refer to Schedule H – Procurement and Contract Standing Orders, for decisions to be taken by the Cabinet on contracts, tenders, land and property matters.

(d) GENERAL CABINET MEMBER DELEGATIONS

Preamble

There are occasions when matters affect more than one portfolio; on such occasions the Cabinet members concerned act in conjunction with one another.

In discharging any functions that have been delegated, a Cabinet member must act lawfully. This means that the Cabinet member must act within the scope of the authority that is delegated to him or her in accordance with any limits within the delegation, this constitution, Council policies, procedure rules and the Members Code of Conduct.

All Cabinet members have responsibility for the following functions:

Budget

1. To approve write-offs of income for their portfolio area of a value of £5,000 or over.
2. To receive monthly/regular reports on income written off by officers under delegated powers (i.e. sums under £5,000) for their portfolio area.
3. To recommend to Cabinet an appropriate level of fees and charges for services appropriate for their portfolio area.
4. To agree virements as set out in the Budget and Policy Framework Procedure Rules which can be found in Part 4 of the Constitution.
5. To receive regular reports on the budgets for their portfolio area
6. To recommend to Cabinet the submission of bids from their portfolio area for additional resources from Government and other agencies.
7. To recommend to Cabinet capital and revenue bids for their portfolio area.
8. To agree for their portfolio area and on the recommendation of the appropriate Deputy Chief Executive / Corporate Director compensation payments above £1,000 under the Council's

complaints procedure or the request of the Ombudsman. (below that level will be delegated to officers).

9. To make bids for external funding where there is no requirement for a financial commitment from the council, in consultation with officers, **in consultation with the Leader of the Council and Cabinet Member for Finance, Property and Business Services.**

Service Planning and Delivery

10. To determine which proposals for alterations to service provision within their portfolio area should be reported to Cabinet for a decision.
11. To agree service specific strategies and action plans and to agree proposals for enhancements and alterations to service provision within their portfolio area subject to being in-line with the council's policy framework and costs being contained within agreed budgets (where such strategies, plans and service changes cover more than one-portfolio, to also be agreed with the relevant cabinet member and the Leader of the Council)
12. To determine priorities and where appropriate agree the reallocation of approved resources for the delivery of services in their portfolio area, in conjunction with the appropriate Deputy Chief Executive / Corporate Director or Head of Service.
13. To make suggestions for future policy initiatives and for amendments for the policy framework in their portfolio area, for consideration by the Cabinet and Council.
14. To receive internal audit reports for their portfolio area and to make recommendations to Cabinet for changes to the service as appropriate.
15. To consider any inspection report by an external agency and make recommendations to the Cabinet where appropriate. In cases where an external agency requires the Council's urgent consideration of an inspection report and there is no Cabinet meeting scheduled, the relevant Cabinet Member and the Leader of the Council may receive and consider the inspection report, give signed approval to the Council's response and ensure Members are notified as appropriate. The Cabinet Member may also give permission for an alternative Member-level meeting or Policy Overview Committee to formally receive the inspection report on behalf of the Council, though such a meeting will not be able to sign-off the Council's response to the inspection.'
16. To call for monitoring reports on service development and performance within their portfolio responsibilities.

17. To ensure services contribute to the Public Health priorities of the Council in accordance with the Public Health and Social Care Act 2012.

Land and Property

18. In conjunction with the Cabinet Member for Finance, Property and Business Services, to determine whether land and properties in their portfolio area are to be declared surplus to requirements of the service and to report to the Cabinet.
19. In conjunction with the Cabinet Member for Finance, Property and Business Services, to make recommendations to Cabinet for use within their portfolio area of properties declared surplus to requirements by other services.
20. Authority to submit planning applications for projects and proposals within their Portfolio area subject to the projects and proposals being in line with the policies of the Council.
21. Refer to Scheduled H – Procurement and Contract Standing Orders for all property and land contract decisions taken by Cabinet Members.

Tenders and Contracts

22. Refer to Schedule H – Procurement and Contract Standing Orders for decisions to be taken by Cabinet Members on contracts, quotations and tenders.

Partnerships and Consultation

23. To review resident satisfaction and consultation with partners in their portfolio area.
24. In consultation / liaison with the Cabinet Member for Community, Commerce and Regeneration, to promote effective partnerships between the Council and all other bodies and agencies affecting the community for their portfolio area.

General

25. To deal with petitions in their portfolio area in accordance with Council procedure.
26. To recommend to the Cabinet, where there are implications for the policies of the Council, responses to be made to consultation documents from Government, GLA, LGA, **ALG London Councils** and other bodies affecting their portfolio area.

To approve and sign consultation responses on behalf of the Council in urgent cases where there is no Cabinet meeting timetabled to

consider the responses, and in such cases to inform Party Leaders and the Chairman of the relevant Policy Overview Committee of the responses when signed off.

27. To make recommendations to Cabinet and Council for revisions to officer delegations within their portfolio area.
28. To make recommendations to Cabinet on Policy Overview and Scrutiny reports that are being presented in their portfolio area.
29. To attend Policy Overview and Scrutiny committee meetings when so required by these committees.
30. To meet all reasonable requests for information made by those Overview and Scrutiny committee members.
31. To determine and hear appeals against any decision made by or on behalf of Hillingdon Council as set out in Appendix A to the Cabinet Scheme of Delegations.
32. In conjunction with the relevant Officer, to sign off expenditure for approved Initiatives **as agreed by the Cabinet.**

(e) INDIVIDUAL CABINET MEMBER DELEGATIONS

Based upon the portfolios approved by the Leader, individual Cabinet members have responsibility for the following delegations:

Leader of the Council

Leadership, Policy and Communications

1. To be responsible for the principal policy direction of the Council within its statutory functions.
2. To represent the Council in the community and in negotiations with the Government and regional, national and international institutions and organisations, reporting to Cabinet as necessary.
3. To identify the need for new strategies and policies for the better discharge of the Council's functions insofar as specific policies and strategies fall within the remit of other Cabinet Members or the Cabinet.
4. To agree or amend service specific policies or official codes of practices and guidance.
5. To be responsible for the overall management structure of the Council, in consultation with the Chief Executive and Corporate Director of Administration.
6. To oversee the Hillingdon Improvement Programme and authorise expenditure on it, in conjunction with the appropriate officer.

7. To sign-off all approved expenditure on external support, agency and consultancy advice for the Business Improvement Delivery programme
8. To approve Council Initiatives, oversee their operation and approve grants for such initiatives to be issued by appropriate officers.
9. To act as Chairman of the Health and Wellbeing Board.
10. To be responsible for the Council's Communications Service.
11. **To be responsible for and make all necessary decisions in pursuit of the Council's policy on Heathrow Expansion and High Speed 2. NEW**

Finance, Property, Enforcement and Audit

12. To be responsible for overseeing the development of the short, medium and long term financial strategies to be recommended for adoption by the Council.
13. Jointly with the Cabinet Member for Finance, Property and Business Services, to make decisions on the release of monies for all capital projects.
14. In conjunction with the Cabinet Member for Finance, Property and Business Services and the Deputy Chief Executive and Corporate Director of Residents Services, to oversee the development, construction and use of land and property assets across all Cabinet portfolios. This to include the Housing Development Programme, Social Housing Grants and other related grants.
15. In conjunction with the Cabinet Member for Finance, Property and Business Services, to oversee and monitor the housing revenue account budget, housing capital fund & housing rent setting.
16. Jointly with the Cabinet Member for Finance, Property and Business Services to be responsible for the overall internal and external audit strategies and arrangements of the Council, with operational decision-making and work programmes delegated to the Corporate Director of Finance and monitoring the review of such activity undertaken by the Audit Committee.
17. Jointly with the Cabinet Member for Finance, Property and Business Services to authorise the commissioning of work from internal and external audit following a request from the Audit Committee.
18. To be responsible for the overall enforcement, fraud and corruption strategies and arrangements of the Council, with operational decision-making and activity delegated to the Deputy Chief Executive and Corporate Director of Residents Services.
19. **To list Assets of Community Value, jointly with the Cabinet Member for Finance, Property and Business Services. NEW**

Decision-making

20. To take responsibility for or to assign responsibility to one or more Cabinet portfolio holders for issues not specifically allocated in these delegations or involving one or more portfolio holder.
21. To exercise any executive function not otherwise allocated to either the Cabinet or any other individual Cabinet member, or to delegate such functions to another Cabinet member, a committee of the Cabinet, or to an officer.
22. To monitor the operation of the Council's decision-making structure and make recommendations to the Cabinet and Council as appropriate.
23. To be responsible for and oversee the Council's Democratic Services function.
24. To authorise another Cabinet Member, including the Leader of the Council, to deputise and make decisions on behalf of any other Cabinet member in that person's unavailability or absence.
25. To be responsible for the resolution of differences of opinion between portfolio holders acting within their delegated powers and reporting to Cabinet as necessary.
26. To resolve any dispute over the spending of Ward Budgets after consultation with other Party Group Leaders, where appropriate. To also approve spending of the Ward Budget for the Ward represented by the Cabinet Member for Community, Commerce and Regeneration.
27. To approve, in consultation with the Borough Solicitor, the appointment of Counsel
28. Jointly with the Cabinet Member for Finance, Property and Business Services to allocate funds from planning obligations.
29. To sign-off decisions to be taken by the Deputy Chief Executive and Corporate Director of Residents Services in respect of the Private Sector Leasing Scheme, including Finders Fee and Guaranteed Rental Schemes.
30. Within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the programmes for street lighting, highway maintenance, traffic management, London Cycling Network, London Bus Priority Network, Parking Revenue Account funded schemes, (in consultation with other Cabinet Members as appropriate) within the financial limits set out in the budget framework. From PT&R

Interim or urgent decision-making at particular times

These are powers granted specifically to the Leader of the Council (in conjunction with relevant Officers and/or Cabinet Members), to make formal or informal decisions at specific times or urgently, where the need for flexible, responsive decision-making is required to provide continuity of services and safeguard residents' interests.

Decision-making when deemed urgent by the Leader

31. To take all formal decisions deemed under special urgency procedures in the Council's Constitution, in conjunction with the relevant Cabinet Member(s).
NEW
32. To take contract decisions on behalf of the Cabinet, in accordance with the Procurement and Contract Standing Orders. **NEW**
33. To sign-off decisions to be taken by the Chief Executive under his/her Emergency Contract Decisions delegation. **NEW**
34. In the event of extreme weather and incidents affecting the Borough (not declared major incidents where other civil contingency procedures will apply) and in order to safeguard and protect residents and services, to give informal sign-off for any decision ordinarily reserved to Cabinet Members or the Cabinet when recommended by the relevant Corporate Director and that all such decisions taken be reported to a subsequent Cabinet meeting for formal ratification to ensure transparency. **NEW**

Interim powers when no Cabinet and during the closing of accounts

35. In conjunction with the relevant Cabinet Member and Corporate Director, to make formal interim decisions that would ordinarily be reserved for the Cabinet in the absence of a monthly Cabinet meeting, e.g. during August, reporting back to Cabinet for ratification to ensure transparency. **NEW**
36. To sign-off decisions to be taken by the Corporate Director of Finance during the interim period leading up to the closure of the Council's annual accounts for any necessary revenue or capital budget virements, allocation of priority growth funds or acceptance of grants that may be required for service or project delivery within the overall budget framework approved by Council. That such decisions be reported to a subsequent Cabinet meeting for formal ratification and to ensure transparency. **NEW (Note: this requires a new paired delegation to the Corporate Director of Finance)**
37. In conjunction with the Corporate Director of Finance, to review individual council services budget accounts and make any necessary decisions on adjustments to budgets that may be required before the presentation of the yearly Outturn Budget report to Cabinet.
38. To approve the release and use of contingency funds in urgent cases and in the absence of a Cabinet meeting. **NEW**

Civic and Ceremonial

39. To have overall responsibility for Civic Pride and Heritage across the Borough.
40. To oversee the Council's relationship with the Armed Services.

41. Approve arrangements for significant civic ceremonies and Borough events and also key matters concerning the Mayoralty, in consultation with relevant Officers.
42. In conjunction with the Chief Executive and Corporate Director of Administration, to be responsible for the operation of the London Borough of Hillingdon Civic Medal Award Scheme.
43. In consultation with the Mayor, to be responsible for the operation of the London Borough of Hillingdon Volunteer Pin Scheme.
44. **To sign-off decisions to be taken by the Deputy Chief Executive and Corporate Director for Residents Services' in relation to the award of grants from the Council's Charitable Fund, in conjunction with the Cabinet Member for Planning, Transportation and Recycling. NEW (Note: this requires a new paired delegation to the Deputy Chief Executive)**
45. To approve proposals for street naming, naming of buildings and naming of housing schemes and developments.
46. To determine the flying of flags on the forecourt of the Civic Centre and agree the list of flags and dates.

Older People and Appointments

47. To champion the interests of Older People in the Borough. To ensure that their views are heard and taken into account by the Council. To work towards effective partnerships between Older People and our partner organisations.
48. The Leader may appoint any Councillor or Member of the Public living in the Borough as a Borough Advocate to protect and promote single-issue interests on behalf of the council and where appropriate with partner organisations and beyond. Such a person should hold significant experience within their agreed area of appointment.

A protocol will be agreed between the Leader of the Council and a Borough Advocate to determine their exact role and length of appointment, however such a post cannot make formal decisions (which are reserved by the Cabinet or appropriate committee) and would undertake a more defined or temporary role than either a Cabinet Assistant or Champion.

49. To appoint co-opted members to Policy Overview and Scrutiny Committees, determining the suitability and term of office of such appointments and reviewing the appointments on expiry of that term.

Deputy Leader of the Council

1. To assist the Leader in the exercise of his or her functions, and to deputise in his or her absence.

Cabinet Member for Education and Children's Services

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - special needs,
 - school attendance,
 - grants and awards scheme,
 - careers service,
 - home and hospital tuition,
 - transport and travel concessions for school pupils,
 - school places,
 - raising standards of education.
 - all other education services to children.
 - the youth and community service,
 - young people's services,
 - youth centres,
 - Care services for children and families,
 - Provision of care for children,
 - child abuse,
 - juvenile justice,
 - corporate parenting,
 - Services to asylum seekers,
 - Services for children in need including children with a disability.
 - Adult and Community Learning (including the Hillingdon Music Service)
2. To represent or recommend to Cabinet, another Councillor to represent the Council on the Authority's Adoption and Permanency Panel and Fostering Panel.
3. To approve statements of purpose for Children's homes and establishments.
4. Jointly with the Cabinet Member for Finance, Property & Business Services, to monitor the operation of Management Advisory Committees for projects / facilities managed by the Council and to approve the establishment of any new Management Advisory Groups.
5. To approve variations to schemes for the Local Management of Schools.
6. To exercise the LEA's powers of intervention including the suspension of delegated powers from a governing body in accordance with the School Standards and Framework Act 1998.
7. To receive monthly reports on the performance of schools.
8. To approve or nominate appointments of Council nominees to School Governing Bodies and vary and approve Constitutions in accordance with the relevant legislation and any local procedures allowing nominations from all political groups.

9. To monitor the performance of any schools where special measures have been applied.
10. To consider Ofsted reports on schools in the Borough as necessary
11. To determine school organisation proposals where no objections have been received.
12. To approve the Agreed Syllabus from the Standing Advisory Council for Religious Education, receive their Annual Report and agree any changes to their Constitution
13. To authorise, on behalf of the local authority, any Councillor (present or within the past four years) to be appointed to the office of Governor or Director at an Academy.
14. To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority.

Cabinet Member for Social Services, Housing, Health and Wellbeing

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- ~~housing maintenance~~ **Moved to FP&BS**
- ~~stock refurbishment~~ **Moved to FP&BS**
- housing need for the Borough,
- homelessness duties,
- conditions of tenancies,
- home ownership,
- private sector housing grants,
- new homes initiatives,
- maximising the use of empty homes

-
- care services for adults and older people
 - services for clients with disabilities,
 - mental health services

-
- The public health priorities of the Council, including:
 - The Health and Wellbeing Board
 - Local authority health related services
 - Health ~~prevention~~ and wellbeing promotion
 - Wellbeing of residents and Wellbeing strategies **NEW**
 - Environmental Health **From FP&BS**
 - **Health Control Unit, Heathrow** **From FP,BS**

- **Sports Strategy** From CC&R
- 2. To consider monthly reports on sensitive services and those with significant budget implications, e.g. placements in residential homes.
- 3. To provide link contact between the Council and the **Primary Care Trust** **local Clinical Commissioning Group**.
- 4. Jointly with the Cabinet Member for Finance, Property and Business Services to authorise the grant of extension of leasehold interests in properties where the Council is freeholder, to consider requests from leaseholders of Council properties for loft conversions and to take all constitutional decisions required in relation to disposals, sales and leases for loft spaces under Council freehold, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.
- 5. To approve systems for consultation with tenants and lessees.
- 6. To approve housing management arrangements,

Cabinet Member for Community, Commerce and Regeneration

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - partnerships,
 - seeking external funding,
 - promoting harmony between different cultures and races,
 - working with local organisations, including faith groups,
 - the Chrysalis programme of environmental improvements,
 - Street Champions & Streets Ahead
 - Community Engagement
 - Town Centre Regeneration
 - **Economic Regeneration** Moved to FP&BS
 - ~~performance improvement~~, DELETED
 - emergency planning,
 - community safety,
 - CCTV, including the CCTV control room

-
- ~~Libraries~~ Moved to CS,C&H
 - ~~leisure services~~ Moved to CS,C&H
 - ~~cultural activities~~ Moved to CS,C&H
 - ~~sports strategy~~ Moved to SSH,HW
 - ~~development of the arts~~ Moved to CS,C&H
-

- **Animals** From FP&BS
- **Trading Standards** From FP&BS
- **Mortuaries** From FP&BS

- Crematoria From FP&BS
 - Cemeteries From FP&BS
 - Burial Grounds From FP&BS
 - Weights and Measures From FP&BS
 - Consumer Protection From FP&BS
 - Imported Food office, Heathrow From FP&BS
 - All Licensing Policies and Procedures, including the Statement of Licensing Policy, Statement of Gambling Policy and Sex Establishments Policy. From FP&BS
-

- Fleet and Passenger Services From FP,BS
 - Transport and travel for social services clients From FP,BS
2. To agree proposals for methods of partnership working, in consultation with the appropriate Cabinet Member if this relates to specific service areas, e.g. transport.
 3. In consultation with the Cabinet Member for the appropriate service area, to promote effective partnerships between the Council and all other bodies and agencies affecting the community.
 4. To represent the Council on the Uxbridge Initiative and similar town centre partnerships.
 5. To oversee proposed arrangements with public and other bodies for the delivery of partnership initiatives and to develop successful partnerships with the other private, public and voluntary agencies which affect the Borough.
 6. To take the lead for the Council on civil emergencies and on the response to disasters.
 7. To provide a link between the Council and the Community Trust.
 - ~~8. To oversee the Council's performance management arrangements and to receive regular reports on the extent of achievement of targets and performance indicators for all service areas. DELETED~~
 - ~~9. To make recommendations to the Cabinet on areas for service reviews, in conjunction with the Leader. DELETED~~
 - ~~10. In consultation with the Cabinet member for the service portfolio area, to make recommendations to Cabinet in respect of services where the in-house provision is to be subject to competition. DELETED~~
 11. Within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the Chrysalis Programme and to also approve specific alleygating schemes and alleygating policies and procedures.

To approve the inclusion of individual projects in the Chrysalis Programme which are for security works in parks and open spaces jointly with the Cabinet Member for Finance, Business and Property Services.

12. To be responsible for developing awareness throughout the Council and Borough of community safety.
13. To develop partnership working with the community, the Police, probation service, health service and other stakeholders to develop solutions to community safety concerns.
14. To monitor the implementation of the community safety strategy, including the achievement of targets in the strategy.
15. Responsible for consultation arrangements.
16. To approve the spending of Ward Budgets.
17. Oversee the Member Development Programme and agree associated seminars and training.
18. To be responsible for the provision and direction of Town Twinning.
19. To approve and agree any changes to the Terms of Reference of the Hillingdon Safer Neighbourhood Board and appoint (or dismiss) the Chairman of the Board upon the recommendation of the Chief Executive of the London Borough of Hillingdon and the Hillingdon Borough Police Commander.

Cabinet Member for Finance, Property and Business Services

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - financial controls,
 - monitoring of the overall revenue and capital budgets
 - schools budget
 - Information & Communications Technology
 - Information Governance
 - ~~E-Government~~ Digital Services
 - risk management
 - facilities management
 - Energy / Carbon use and consumption
 - major construction projects
-
- housing stock management, development and construction
 - housing revenue account budget, housing capital fund
 - housing rent setting
 - housing benefit scheme
 - ~~housing maintenance~~ From SSH&WB

- **stock refurbishment** From SSH&WB

-
- **animals**, Moved to CC&R
 - ~~trading standards~~, Moved to CC&R
 - ~~mortuaries~~, Moved to CC&R
 - ~~crematoria~~, Moved to CC&R
 - ~~cemeteries~~, Moved to CC&R
 - ~~burial grounds~~, Moved to CC&R
 - ~~weights and measures~~, Moved to CC&R
 - ~~environmental health~~, Moved to SSH&WB
 - ~~consumer protection~~, Moved to CC&R
 - ~~Imported Food office, Heathrow~~, Moved to CC&R
 - ~~Health Control Unit, Heathrow~~, Moved to SSH&WB
 - ~~All Licensing Policies and Procedures, including the Statement of Licensing Policy, Statement of Gambling Policy and Sex Establishments Policy~~, Moved to CC&R
 - ~~fleet and passenger services~~ Moved to CC&R
 - ~~transport and travel for social services clients~~, Moved to CC&R

-
- **Economic Regeneration** From CC&R

- land and property holdings,
- the management of industrial and business units,
- council shops
- management of meeting halls
- reservoirs,
- land drainage,
- parks,
- open spaces,
- woodlands,
- allotments,
- other amenity land,
- provision and management of trees,
- Colne Valley Park
- Land charges

Land and Property

The Cabinet Member for Finance, Property and Business Services, in conjunction with the Leader of the Council and Deputy Chief Executive and Corporate Director of Residents Services, will oversee the development, construction and use of land and property assets across all Cabinet portfolios.

Specific delegations to the Cabinet Member are:

2. In pursuance of the Council's objectives and on the recommendation of the Deputy Chief Executive and Corporate Director of Residents Services, to take (or recommend to Cabinet) decisions regarding land and property as set out in the Procurement and Contract Standing Orders – Schedule H.

3. To approve annually a report on the performance of the property portfolio
4. To receive monthly updates of the sales programme.
5. To recommend to the Cabinet an Asset Management Policy and Plan and Capital Investment Strategy for the best use of the Council's land and property, in consultation with service portfolio holders.
6. Jointly with the Cabinet Member for Social Services, **Housing, Health & Wellbeing** to authorise the grant of extension of leasehold interests in properties where the Council is freeholder, to consider requests from leaseholders of Council properties for loft conversions and to take all constitutional decisions required in relation to disposals, sales and leases for loft spaces under Council freehold, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.
7. To make recommendations to the Cabinet for the use of land and property, where there are competing service needs.
8. In conjunction with the Leader of the Council, to be responsible for overseeing and reporting to Cabinet on all aspects of the Housing Development Programme, social housing grants and other related external grants.
9. In conjunction with the Leader of the Council, to agree rent reviews, including rent free periods for tenants undertaking capital works or determine whether the Council carries out such capital works and agree to modify any future rent accordingly.
10. To approve programmes for housing stock investment and confirmation of adjustments to the housing programme.
11. To approve terms for the appropriation between services, on the recommendation of the Deputy Chief Executive and Corporate Director of Residents Services.
12. **To list Assets of Community Value, jointly with the Leader of the Council** **NEW**

Finance and Audit

13. Jointly with the Leader of the Council to make decisions on the release of monies for all capital projects.
14. Jointly with the Leader of the Council to allocate funds from planning obligations.
15. To oversee and monitor the housing revenue account budget, housing capital fund & housing rent setting, in conjunction with the Leader of the Council.
16. To approve virements between services if provided for in the budget framework.

17. Jointly with the Leader of the Council to be responsible for the overall internal and external audit strategies and arrangements of the Council, with operational decision-making and work programmes delegated to the Corporate Director of Finance and monitoring the review of such activity undertaken by the Audit Committee.
18. Jointly with the Leader of the Council to authorise the commissioning of work from internal and external audit following a request from the Audit Committee.

Other responsibilities

19. To report to the Cabinet on the development of information technology within the Council's organisation and the arrangements to promote **e-Government digital services**. ~~in accordance with national strategies.~~
20. To take the lead for the Council in health and safety at work legislation.
21. Jointly with the Cabinet Member for Education and Children's Services, to monitor the operation of Management Advisory Committees for projects / facilities managed by the Council to approve the establishment of any new Management Advisory Groups.
22. To approve lettings of public open space for funfairs, circuses and other similar events.
23. Jointly with the Cabinet Member for Community, Commerce & Regeneration, and within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the Chrysalis Programme which are for security works in parks and open spaces.

Cabinet Member for Central Services, Culture and Heritage

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- Legal services
- Human Resources
- Procurement policy and commissioning of services
- Learning & Development
- ~~Communications~~ **DELETED (already with the Leader)**

-
- **Libraries From CC&R**
 - **Leisure services From CC&R**
 - **Cultural activities From CC&R**
 - **Development of the Arts From CC&R**
 - **Theatres NEW**
 - **Museums NEW**
 - **Heritage Education Centres NEW**
 - **Maintenance of Heritage Assets NEW**

2. On the request of an Appropriate Delegated Officer within the meaning of the Procurement and Contract Standing Orders, to enter into negotiations, in conjunction with this officer or any other officers nominated by him/her, with those parties who have entered into contracts with the Council.
3. In conjunction with the relevant portfolio holder(s) where required, to take any decisions as set out in the Procurement and Contract Standing Orders – Schedule H.

Cabinet Member for Planning, Transportation and Recycling

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - designation of conservation areas,
 - Borough wide planning policies,
 - Planning enforcement policies,
 - highways,
 - purchase notices,
 - revocation of planning consents,
 - stop notices,
 - bus routes,
 - traffic,
 - transportation,
 - parking,
 - road safety
 - building control,
 - school crossing patrols,
 - conservation,
 - promoting a high quality built environment,
 - local safety schemes.
 - recycling,
 - waste strategy,
 - civic amenity sites,
 - refuse collection,
 - street cleansing,
 - trade waste.
 - sustainable development
2. ~~Within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the programmes for street lighting, highway maintenance, traffic management, London Cycling Network, London Bus Priority Network, Parking Revenue Account funded schemes, (in consultation with other Cabinet Members as appropriate) within the financial limits set out in the budget framework.~~ **Moved to Leader**
3. To receive monthly reports on numbers of parking penalty charge notices written off or cancelled by officers.

4. To approve variations to the cost of projects funded from the parking revenue account and other schemes, within the limits set out in the overall budget framework.
5. To approve or refuse requests for footway parking exemptions.
6. To consider comments received as a result of public consultation on traffic management proposals, including waiting and loading restrictions, clearways, controlled parking zones, local safety schemes and to approve the final form of schemes, including approval to the conditions of use for parking permits to e.g. traders, business users, residents.
7. To receive monthly progress reports on the completion of planning obligations (section 106) Agreements.
8. To consider representations made on proposals for modifications to the Local Development Framework and to make recommendations to Cabinet as appropriate.
9. To consider representations made to proposals for supplementary planning guidance and to make recommendations to Cabinet as appropriate.

7.09 DECISION-MAKING

(a) The Budgetary and Strategic Framework

This Article is to be read in conjunction with the Budget and Policy Framework Procedure Rules set out in Part 4 of the Constitution.

- i The Cabinet and/or individual Cabinet Members are responsible for the preparation of the Council's budget and the various plans and strategies that constitute the Council's strategic framework.
- ii In preparing the budget and the strategic plans, the Cabinet consults with relevant stakeholders and partner agencies in the local community.
- iii The Cabinet is also required to consult with the relevant Policy overview committee at appropriate stages in the formulation of budgetary and strategic plans, and to give proper consideration to the Policy overview committee's responses. In this respect, the Cabinet needs to give advance notification to the overview side to allow the consideration of draft plans and strategies to be built into the annual overview and scrutiny programme.
- iv Having considered the views and recommendations of the relevant Policy overview committees (and also outside stakeholders and agencies), the Cabinet will then present the budget, plans and/or strategies to the Full Council for adoption.

(b) The Cabinet's Forward Plan

The Chief Executive and Corporate Director of Administration, in consultation with the Leader and Cabinet members, is responsible for updating and publishing the Forward Plan setting out the key decisions (and any other decisions) to be made, in accordance with the Access to Information Procedure Rules which can be found in Part 4 of the Constitution.

(c) Key Decisions Not in the Forward Plan

Where a key decision is not included in the Forward Plan the decision may, subject to Rule 16 of the Access to Information Procedure Rules which can be found in Part 4 of the Constitution, still be taken if the circumstances set out in Rule 15 of these Rules apply.

(d) Urgency Provisions

Where it is necessary for a key decision to be made without giving the prescribed notice, the decision can only be taken if the requirements of Rule 16 of the Access to Information Procedure Rules are observed.

(e) Officer Advice, Reports and Briefings

Officers are responsible for providing professional advice to the Cabinet and or Cabinet members who will be taking a decision. This may take the form of a report setting out the issue, policy context, options available, results of consultation, any legal or financial considerations, and professional advice. It may be a briefing giving more detailed background information. All such written material is made available to public inspection, as long as it is not confidential or exempt under Access to Information provisions.

(f) Decision-taking

Key decisions are made either by the full Cabinet, Leader, Committees of the Cabinet, individual Cabinet Members or Officers.

(g) Decision by Cabinet or a Committee of the Cabinet

Where a Cabinet decision is required, officers check whether it is included in the Forward Plan. Where it is for decision by full Cabinet, the following procedure applies:

1. The Democratic Services section is notified and the item placed on the agenda for the next Cabinet meeting. The agenda is then published giving at least five clear days notice of the meeting, and overview and scrutiny committee members are notified.
2. The decision is then made by the Cabinet. The decision is recorded and published as soon as reasonably practicable in accordance with the Access to Information Procedure Rules.

3. There is a right for a key decision to be called-in. If this right is exercised, paragraph 16 of the Overview and Scrutiny Procedure Rules which are in Part 4 of the constitution will apply.

(h) Decision by Individual Cabinet Members

Where an executive decision is required, officers check whether it is included in the Forward Plan. Where it is for decision by an individual member, the following procedure applies:

1. The report dealing with the matter upon which the decision is needed, will be sent to the relevant Cabinet member. If the Cabinet member is to make a key decision, he/she will not make the decision until at least five clear days after receipt of that report.
2. On the giving of a report to the Cabinet member, the person who prepared the report will give a copy of it to the chairman of every relevant overview and scrutiny committee as soon as reasonably practicable, and make it publicly available at the same time.
3. A decision is then made by the Cabinet member. The Head of Democratic Services will be instructed to prepare a record of the decision, reasons for it and any alternative options considered and rejected. The decision will be published as soon as reasonably practicable. Therefore, the provisions of Rules 7 and 8 of the Access to Information Procedure Rules (inspection of documents after meetings) will also apply to the making of decisions by individual members of the Cabinet. This does not require the disclosure of exempt or confidential information.
4. There is a right for a key decision made by an individual Cabinet member to be called-in. If this right is exercised, paragraph 16 of the Overview and Scrutiny Procedure Rules which are in Part 4 of the Constitution will apply.

7.10 Attendance at Cabinet Meetings

If a member of the Cabinet fails for six months to attend any meeting of the executive, or any Committee of the executive or, acting alone, to discharge any functions which are the responsibility of the executive, then unless the failure was due to some reason approved by the Council, he or she shall cease to be a member of the Council.

APPENDIX A

Hillingdon proposes that the following local choice functions should be the responsibility of its Cabinet:-

1. Any function under a local Act unless the Act in question specifies that the function must be discharged by the full Council or the function is a licensing, consent, permission or registration function.
2. The determination of an appeal against any decision made by or on behalf of Hillingdon provided that it does not relate to an application for a licence, approval, consent, permission or registration. (Hillingdon has an existing Registration and Appeals Committee which determines both statutory and non statutory appeals).
3. The making of arrangements to hear appeals against the exclusion of pupils.
4. The making of arrangements for appeals by governing bodies.
5. The following functions involve a combination of delivery and implementation of Hillingdon's policy, direct regulation of persons and policy and strategy development;
 - Any function relating to contaminated land
 - The discharge of any function relating to the control of pollution or the management of air quality
 - The service of an Abatement Notice in respect of a statutory nuisance
 - The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in Hillingdon
 - The inspection of Hillingdon to detect any statutory nuisance
 - The investigation of any complaint as to the existence of a statutory nuisance.

These functions are to be the responsibility of Hillingdon's Cabinet unless they involve:

- determining an application from a person for a licence, approval, consent, permission or registration;
 - direct regulation of a person (which would for example, encompass the service of an Abatement Notice in respect of a statutory nuisance);
 - enforcement of any licence, approval, consent, permission, or registration.
6. The obtaining of information under Section 330 of the Town and Country Planning Act 1990 as a preliminary to the exercise of powers to make a compulsory purchase order.
 7. The obtaining of particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 as a preliminary to the exercise of powers to make a compulsory purchase order.
 8. The making of agreements for the execution of highway works.

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ARTICLE 7 - THE CABINET (EXECUTIVE)

7.01 The Executive

- (a) The Executive is responsible for undertaking all of the Council's functions, except for those functions (specified in Articles 4, 8 and 9) that are reserved to the Council and that are undertaken by the Full Council or delegated to committees, sub-committees, other bodies or officers. When the Executive meet collectively, it is known as "the Cabinet". Individual councillors that are members of the Executive are known as "Cabinet Members".
- (b) The Cabinet comprises up to 10 Councillors including the Leader, but the Leader may reduce this number at some future date.

7.02 Leader

The Leader will be a Councillor elected at the annual meeting immediately following the ordinary election of Councillors to the position of Leader of the Council. The Leader holds office until:

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

Any Leader appointed other than at the Annual Meeting immediately following the ordinary election of Councillors shall hold office until the next Annual Meeting immediately following the ordinary election of Councillors.

7.03 Other Cabinet Members

- (a) The Leader shall appoint other Cabinet Members. Cabinet Members hold office until:
 1. they resign from office; or
 2. they are suspended from being councillors under Part III of the Local Government Act 2000 (although they may resume office at the end of the period of suspension); or
 3. they are no longer Councillors; or
 4. they are removed from office by the Leader; or
 5. they are removed from office by the full Council following a recommendation from the Leader; or
 6. on expiry date of fixed term save that the Council can remove them from office, either individually or collectively, at an earlier date but only in the event of a change in political control of the Council.

- (b) As circumstances require and to cover planned and unplanned absences, the Leader may assign Cabinet portfolio responsibilities from one Cabinet Member to another and will notify the Head of Democratic Services where this arrangement is intended to last for more than four weeks.
- (c) The Leader will designate one of the Cabinet Members to be the Deputy Leader.

7.04 Cabinet Assistants

Other members of the Council may, from time to time, be designated by the Leader and notified as such to the Head of Democratic Services as a Cabinet Assistant for a particular activity or range of activities. Such a Member will not be a Cabinet Member and cannot make executive decisions, but will work with the relevant Cabinet Member. The Leader of the Council will make arrangements for, determine and review from time to time a protocol relating to the roles and responsibilities of Cabinet Assistants

7.05 The Cabinet Members

The Leader of the Council is Councillor Ray Puddifoot. The following Councillors have been appointed by the Leader to be Cabinet Members with their respective portfolio responsibilities:

NAME		CABINET PORTFOLIO
1.	Councillor Ray Puddifoot MBE	Leader of the Council
2.		Deputy Leader of the Council
3.		Cabinet Member for Education and Children's Services
4.		Cabinet Member for Social Services, Housing, Health and Wellbeing
5.		Cabinet Member for Community, Commerce and Regeneration
9.		Cabinet Member for Finance, Property and Business Services
7.		Cabinet Member for Central Services, Culture and Heritage
8.		Cabinet Member for Planning, Transportation and Recycling

7.06 Proceedings of the Cabinet

This Article is to be read in conjunction with the Executive Procedure Rules set out in Part 4 of the Constitution.

- (a) The Cabinet will meet as often as required but will usually meet on a monthly basis. The Leader will keep this arrangement under review.
- (b) Councillors who are not members of the Cabinet cannot make any executive decisions, nor can they act as substitute or deputy Cabinet members. In the absence of Cabinet Members, the Leader and/or Deputy Leader will act on their behalf or determine which Cabinet Member will cover an absent colleague's responsibilities.
- (c) A Cabinet Assistant, Champion or Borough Advocate may attend and speak (but not vote) at any Cabinet meeting on issues within the portfolio that are discussed with the approval of the Chairman (Leader).
- (d) The Chief Whip of the Majority Party may attend Cabinet meetings and speak, but not vote on any item under discussion.
- (e) With the permission of the Chairman (Leader), Chairmen or in their absence Vice-Chairmen of Policy Overview and Scrutiny Committees may attend meetings of the Cabinet and speak (but not vote) on any item previously considered by their Committee – to present the views of the Committee rather than a personal view

7.07 Delegation of Functions

- (a) This part of the Constitution records the arrangements made by the Council for the allocation of responsibilities and the discharge of executive functions by the Leader, the Cabinet and Cabinet Members.
- (b) The Leader may review and make new arrangements for the discharge of the Cabinet scheme of delegations as set out in 7.08.
- (c) However, the Leader cannot approve alterations to the definition of key decisions, key financial decisions and any financial thresholds in this article, of which any decision to alter is reserved by full Council. The Leader cannot approve any other decision, including those that are statutory and legislative, which fall within the remit of full Council.
- (d) The Leader can make such new arrangements for the Cabinet scheme of delegations at any time on either a temporary or permanent basis, in accordance with the Executive Procedure Rules in Part 4 of the Constitution. Where this is the case, the Leader will notify the Borough Solicitor and Head of Democratic Services in advance of any proposed changes made. This will ensure that:
 - 1. All Councillors are informed of those alterations;
 - 2. The Constitution is amended accordingly;

3. The alterations are published; and
4. A report is made annually to the Full Council on the changes that have been made during the previous twelve months.

(e) Wherever arrangements are not specifically made in this article for the discharge of executive functions by Cabinet Members, those functions remain with the Leader.

7.08 Cabinet Scheme of Delegations

(a) To underpin the principles of greater accountability and transparency in decision-making, all delegations to the Cabinet and Cabinet Members are set out in this section. All anticipated key decisions and other decisions, following from these delegations, will be set out in the Council's Forward Plan.

(b) KEY DECISIONS

The Cabinet collectively will be responsible for taking the key decisions and key financial decisions as defined below:

1. Developing proposals that require the Council to amend its policy framework.
2. Decisions resulting in cost/savings outside of existing budget that exceed the following thresholds:-
 - 10% of the annual revenue budget for a service or any proposals in excess of £500,000.
 - variations to capital schemes on programmes in excess of £250,000 in any one year.
3. Decisions which have a significant impact on two or more wards as defined below:-
 - where the outcome will have a significant impact on the well-being of the community or the quality of service provided to a significant number of people living or working in an area.
 - Where 'Communities of Interest' as well as geographic areas are affected significantly, e.g. young people by the closure of a youth centre.

(c) CABINET DELEGATIONS

The Cabinet makes decisions in the following circumstances:

1. matters reserved to the Cabinet as set out in Article 7.08;
2. matters delegated to individual Cabinet members where, in any particular case, the Leader directs that the decision should be reserved to the Cabinet;

3. matters delegated to the individual Cabinet members where the relevant Cabinet member decides to refer any particular matter to the Cabinet for decision; and
4. matters referred to the Cabinet by individual Cabinet members following call-in by the relevant overview and scrutiny committee.

The General Responsibilities of the Cabinet

1. The Cabinet has overall responsibility for the preparation of the budget, and the policy and financial frameworks, which are to be adopted by the full Council. In discharging these overall functions and responsibilities, the Cabinet is responsible for the following:

Leadership in these areas:

- i. proposing policy development, changes and new policy;
- ii. articulating existing Council policy to other organisations;
- iii. commenting on proposals from others on behalf of the Council, including through the media;
- iv. influencing others, including the media, in order to promote existing Council policy or matters reasonably collateral to it;
- v. ensuring the Council has a programme for continuous improvement of its services.

Partnership working with:

- vi. any or all other organisations who can assist the Council to achieve its stated objectives or where collaboration benefits those who live in, work or visit Hillingdon;
- vii. others involved in community planning and the formation of partnerships with other local public, private, voluntary and community organisations to address local needs.

Decision Making:

- viii. As indicated in Article 7.01 above the Cabinet will be responsible for undertaking all of the Council's functions, and making decisions accordingly, except for those listed in ix. below.
- ix. It will not have responsibility for those functions, which have been reserved to full Council as set out in Article 4. Neither will it have responsibility for the functions to be exercised by those Committees or other bodies outlined in Articles 8 and 9.
- x. The Cabinet will also exercise those 'local choice' functions which are set out in Appendix A to this Article.

Monitoring:

- xi. To regularly monitor the performance and development of Council services.

Other decisions to be taken collectively by the Cabinet:

1. Any decision having an impact on two or more wards, whether the impact is direct (e.g. where the decision relates to a road which crosses a ward boundary) or indirect (e.g. where the decision relates to the provision or withdrawal of a service which is or would be used by people from two or more wards).
2. Consideration of any report prepared by an external organisation into the performance of the Council whether in general or in relation to a particular case, including the Council's response to it. Cabinet Member sign-off may be given to such inspections in urgent cases as set out under the delegations to Cabinet Members
3. Closure of, or significant reduction in provision of, any Council service.
4. Where the decision is one, which will involve a significant change in the manner of Council service provision.
5. The fixing of fees and charges for Council services.
6. Granting or withdrawing financial support to any external organisation, except where under agreed initiatives delegated to the Leader or Cabinet Member.
7. Writing off any bad debt in excess of £50,000, unless the Council has within the last 3 years already written off debts for the person/organisation concerned totalling that amount in which case any further write off would be a key decision.
8. The exercise of the Council's compulsory purchase powers.
9. Authority to apply for funding from any external body which if successful would require Council matched funding either revenue or capital, and agreement to the final scheme.
10. Consideration of any policy and budget framework documents which are to be the subject of a recommendation to full Council.
11. Where the Mayor on advice from the Head of Paid Service and/or Monitoring Officer and/or Chief Finance Officer is of the view that the matter is one which ought properly to be treated as a key decision, and informs the proper officer to that effect at least 6 weeks before the decision is in the opinion of the Monitoring Officer likely to be taken.
12. To approve Planning Briefs for sites.
13. To determine school organisation proposals where objections have been received.

Procurement and Contract decisions to be taken collectively by the Cabinet:

Refer to Schedule H – Procurement and Contract Standing Orders, for decisions to be taken by the Cabinet on contracts, tenders, land and property matters.

(d) GENERAL CABINET MEMBER DELEGATIONS

Preamble

There are occasions when matters affect more than one portfolio; on such occasions the Cabinet members concerned act in conjunction with one another.

In discharging any functions that have been delegated, a Cabinet member must act lawfully. This means that the Cabinet member must act within the scope of the authority that is delegated to him or her in accordance with any limits within the delegation, this constitution, Council policies, procedure rules and the Members Code of Conduct.

All Cabinet members have responsibility for the following functions:

Budget

1. To approve write-offs of income for their portfolio area of a value of £5,000 or over.
2. To receive monthly/regular reports on income written off by officers under delegated powers (i.e. sums under £5,000) for their portfolio area.
3. To recommend to Cabinet an appropriate level of fees and charges for services appropriate for their portfolio area.
4. To agree virements as set out in the Budget and Policy Framework Procedure Rules which can be found in Part 4 of the Constitution.
5. To receive regular reports on the budgets for their portfolio area
6. To recommend to Cabinet the submission of bids from their portfolio area for additional resources from Government and other agencies.
7. To recommend to Cabinet capital and revenue bids for their portfolio area.
8. To agree for their portfolio area and on the recommendation of the appropriate Deputy Chief Executive / Corporate Director compensation payments above £1,000 under the Council's complaints procedure or the request of the Ombudsman. (below that level will be delegated to officers).

9. To make bids for external funding where there is no requirement for a financial commitment from the council, in consultation with officers, in consultation with the Leader of the Council and Cabinet Member for Finance, Property and Business Services.

Service Planning and Delivery

10. To determine which proposals for alterations to service provision within their portfolio area should be reported to Cabinet for a decision.
11. To agree service specific strategies and action plans and to agree proposals for enhancements and alterations to service provision within their portfolio area subject to being in-line with the council's policy framework and costs being contained within agreed budgets (where such strategies, plans and service changes cover more than one-portfolio, to also be agreed with the relevant cabinet member and the Leader of the Council)
12. To determine priorities and where appropriate agree the reallocation of approved resources for the delivery of services in their portfolio area, in conjunction with the appropriate Deputy Chief Executive / Corporate Director or Head of Service.
13. To make suggestions for future policy initiatives and for amendments for the policy framework in their portfolio area, for consideration by the Cabinet and Council.
14. To receive internal audit reports for their portfolio area and to make recommendations to Cabinet for changes to the service as appropriate.
15. To consider any inspection report by an external agency and make recommendations to the Cabinet where appropriate. In cases where an external agency requires the Council's urgent consideration of an inspection report and there is no Cabinet meeting scheduled, the relevant Cabinet Member and the Leader of the Council may receive and consider the inspection report, give signed approval to the Council's response and ensure Members are notified as appropriate. The Cabinet Member may also give permission for an alternative Member-level meeting or Policy Overview Committee to formally receive the inspection report on behalf of the Council, though such a meeting will not be able to sign-off the Council's response to the inspection.'
16. To call for monitoring reports on service development and performance within their portfolio responsibilities.
17. To ensure services contribute to the Public Health priorities of the Council in accordance with the Public Health and Social Care Act 2012.

Land and Property

18. In conjunction with the Cabinet Member for Finance, Property and Business Services, to determine whether land and properties in their portfolio area are to be declared surplus to requirements of the service and to report to the Cabinet.
19. In conjunction with the Cabinet Member for Finance, Property and Business Services, to make recommendations to Cabinet for use within their portfolio area of properties declared surplus to requirements by other services.
20. Authority to submit planning applications for projects and proposals within their Portfolio area subject to the projects and proposals being in line with the policies of the Council.
21. Refer to Scheduled H – Procurement and Contract Standing Orders for all property and land contract decisions taken by Cabinet Members.

Tenders and Contracts

22. Refer to Schedule H – Procurement and Contract Standing Orders for decisions to be taken by Cabinet Members on contracts, quotations and tenders.

Partnerships and Consultation

23. To review resident satisfaction and consultation with partners in their portfolio area.
24. In consultation / liaison with the Cabinet Member for Community, Commerce and Regeneration, to promote effective partnerships between the Council and all other bodies and agencies affecting the community for their portfolio area.

General

25. To deal with petitions in their portfolio area in accordance with Council procedure.
26. To recommend to the Cabinet, where there are implications for the policies of the Council, responses to be made to consultation documents from Government, GLA, LGA, London Councils and other bodies affecting their portfolio area.

To approve and sign consultation responses on behalf of the Council in urgent cases where there is no Cabinet meeting timetabled to consider the responses, and in such cases to inform Party Leaders and the Chairman of the relevant Policy Overview Committee of the responses when signed off.

27. To make recommendations to Cabinet and Council for revisions to officer delegations within their portfolio area.
28. To make recommendations to Cabinet on Policy Overview and Scrutiny reports that are being presented in their portfolio area.
29. To attend Policy Overview and Scrutiny committee meetings when so required by these committees.
30. To meet all reasonable requests for information made by those Overview and Scrutiny committee members.
31. To determine and hear appeals against any decision made by or on behalf of Hillingdon Council as set out in Appendix A to the Cabinet Scheme of Delegations.
32. In conjunction with the relevant Officer, to sign off expenditure for approved Initiatives as agreed by the Cabinet.

(e) INDIVIDUAL CABINET MEMBER DELEGATIONS

Based upon the portfolios approved by the Leader, individual Cabinet members have responsibility for the following delegations:

Leader of the Council

Leadership, Policy and Communications

1. To be responsible for the principal policy direction of the Council within its statutory functions.
2. To represent the Council in the community and in negotiations with the Government and regional, national and international institutions and organisations, reporting to Cabinet as necessary.
3. To identify the need for new strategies and policies for the better discharge of the Council's functions insofar as specific policies and strategies fall within the remit of other Cabinet Members or the Cabinet.
4. To agree or amend service specific policies or official codes of practices and guidance.
5. To be responsible for the overall management structure of the Council, in consultation with the Chief Executive and Corporate Director of Administration.
6. To oversee the Hillingdon Improvement Programme and authorise expenditure on it, in conjunction with the appropriate officer.
7. To sign-off all approved expenditure on external support, agency and consultancy advice for the Business Improvement Delivery programme

8. To approve Council Initiatives, oversee their operation and approve grants for such initiatives to be issued by appropriate officers.
9. To act as Chairman of the Health and Wellbeing Board.
10. To be responsible for the Council's Communications Service.
11. To be responsible for and make all necessary decisions in pursuit of the Council's policy on Heathrow Expansion and High Speed 2.

Finance, Property, Enforcement and Audit

12. To be responsible for overseeing the development of the short, medium and long term financial strategies to be recommended for adoption by the Council.
13. Jointly with the Cabinet Member for Finance, Property and Business Services, to make decisions on the release of monies for all capital projects.
14. In conjunction with the Cabinet Member for Finance, Property and Business Services and the Deputy Chief Executive and Corporate Director of Residents Services, to oversee the development, construction and use of land and property assets across all Cabinet portfolios. This to include the Housing Development Programme, Social Housing Grants and other related grants.
15. In conjunction with the Cabinet Member for Finance, Property and Business Services, to oversee and monitor the housing revenue account budget, housing capital fund & housing rent setting.
16. Jointly with the Cabinet Member for Finance, Property and Business Services to be responsible for the overall internal and external audit strategies and arrangements of the Council, with operational decision-making and work programmes delegated to the Corporate Director of Finance and monitoring the review of such activity undertaken by the Audit Committee.
17. Jointly with the Cabinet Member for Finance, Property and Business Services to authorise the commissioning of work from internal and external audit following a request from the Audit Committee.
18. To be responsible for the overall enforcement, fraud and corruption strategies and arrangements of the Council, with operational decision-making and activity delegated to the Deputy Chief Executive and Corporate Director of Residents Services.
19. To list Assets of Community Value, jointly with the Cabinet Member for Finance, Property and Business Services.

Decision-making

20. To take responsibility for or to assign responsibility to one or more Cabinet portfolio holders for issues not specifically allocated in these delegations or involving one or more portfolio holder.

21. To exercise any executive function not otherwise allocated to either the Cabinet or any other individual Cabinet member, or to delegate such functions to another Cabinet member, a committee of the Cabinet, or to an officer.
22. To monitor the operation of the Council's decision-making structure and make recommendations to the Cabinet and Council as appropriate.
23. To be responsible for and oversee the Council's Democratic Services function.
24. To authorise another Cabinet Member, including the Leader of the Council, to deputise and make decisions on behalf of any other Cabinet member in that person's unavailability or absence.
25. To be responsible for the resolution of differences of opinion between portfolio holders acting within their delegated powers and reporting to Cabinet as necessary.
26. To resolve any dispute over the spending of Ward Budgets after consultation with other Party Group Leaders, where appropriate. To also approve spending of the Ward Budget for the Ward represented by the Cabinet Member for Community, Commerce and Regeneration.
27. To approve, in consultation with the Borough Solicitor, the appointment of Counsel
28. Jointly with the Cabinet Member for Finance, Property and Business Services to allocate funds from planning obligations.
29. To sign-off decisions to be taken by the Deputy Chief Executive and Corporate Director of Residents Services in respect of the Private Sector Leasing Scheme, including Finders Fee and Guaranteed Rental Schemes.
30. Within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the programmes for street lighting, highway maintenance, traffic management, London Cycling Network, London Bus Priority Network, Parking Revenue Account funded schemes, (in consultation with other Cabinet Members as appropriate) within the financial limits set out in the budget framework.

Interim or urgent decision-making at particular times

These are powers granted specifically to the Leader of the Council (in conjunction with relevant Officers and/or Cabinet Members), to make formal or informal decisions at specific times or urgently, where the need for flexible, responsive decision-making is required to provide continuity of services and safeguard residents' interests.

Decision-making when deemed urgent by the Leader

31. To take all formal decisions deemed under special urgency procedures in the Council's Constitution, in conjunction with the relevant Cabinet Member(s).

32. To take contract decisions on behalf of the Cabinet, in accordance with the Procurement and Contract Standing Orders.
33. To sign-off decisions to be taken by the Chief Executive under his/her Emergency Contract Decisions delegation.
34. In the event of extreme weather and incidents affecting the Borough (not declared major incidents where other civil contingency procedures will apply) and in order to safeguard and protect residents and services, to give informal sign-off for any decision ordinarily reserved to Cabinet Members or the Cabinet when recommended by the relevant Corporate Director and that all such decisions taken be reported to a subsequent Cabinet meeting for formal ratification to ensure transparency.

Interim powers when no Cabinet and during the closing of accounts

35. In conjunction with the relevant Cabinet Member and Corporate Director, to make formal interim decisions that would ordinarily be reserved for the Cabinet in the absence of a monthly Cabinet meeting, e.g. during August, reporting back to Cabinet for ratification to ensure transparency.
36. To sign-off decisions to be taken by the Corporate Director of Finance during the interim period leading up to the closure of the Council's annual accounts for any necessary revenue or capital budget virements, allocation of priority growth funds or acceptance of grants that may be required for service or project delivery within the overall budget framework approved by Council. That such decisions be reported to a subsequent Cabinet meeting for formal ratification and to ensure transparency.
37. In conjunction with the Corporate Director of Finance, to review individual council services budget accounts and make any necessary decisions on adjustments to budgets that may be required before the presentation of the yearly Outturn Budget report to Cabinet.
38. To approve the release and use of contingency funds in urgent cases and in the absence of a Cabinet meeting.

Civic and Ceremonial

39. To have overall responsibility for Civic Pride and Heritage across the Borough.
40. To oversee the Council's relationship with the Armed Services.
41. Approve arrangements for significant civic ceremonies and Borough events and also key matters concerning the Mayoralty, in consultation with relevant Officers.
42. In conjunction with the Chief Executive and Corporate Director of Administration, to be responsible for the operation of the London Borough of Hillingdon Civic Medal Award Scheme.

43. In consultation with the Mayor, to be responsible for the operation of the London Borough of Hillingdon Volunteer Pin Scheme.
44. To sign-off decisions to be taken by the Deputy Chief Executive and Corporate Director for Residents Services' in relation to the award of grants from the Council's Charitable Fund, in conjunction with the Cabinet Member for Planning, Transportation and Recycling.
45. To approve proposals for street naming, naming of buildings and naming of housing schemes and developments.
46. To determine the flying of flags on the forecourt of the Civic Centre and agree the list of flags and dates.

Older People and Appointments

47. To champion the interests of Older People in the Borough. To ensure that their views are heard and taken into account by the Council. To work towards effective partnerships between Older People and our partner organisations.
48. The Leader may appoint any Councillor or Member of the Public living in the Borough as a Borough Advocate to protect and promote single-issue interests on behalf of the council and where appropriate with partner organisations and beyond. Such a person should hold significant experience within their agreed area of appointment.

A protocol will be agreed between the Leader of the Council and a Borough Advocate to determine their exact role and length of appointment, however such a post cannot make formal decisions (which are reserved by the Cabinet or appropriate committee) and would undertake a more defined or temporary role than either a Cabinet Assistant or Champion.

49. To appoint co-opted members to Policy Overview and Scrutiny Committees, determining the suitability and term of office of such appointments and reviewing the appointments on expiry of that term.

Deputy Leader of the Council

1. To assist the Leader in the exercise of his or her functions, and to deputise in his or her absence.

Cabinet Member for Education and Children's Services

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - special needs,
 - school attendance,
 - grants and awards scheme,
 - careers service,

- home and hospital tuition,
 - transport and travel concessions for school pupils,
 - school places,
 - raising standards of education.
 - all other education services to children.
 - the youth and community service,
 - young people's services,
 - youth centres,
 - Care services for children and families,
 - Provision of care for children,
 - child abuse,
 - juvenile justice,
 - corporate parenting,
 - Services to asylum seekers,
 - Services for children in need including children with a disability.
 - Adult and Community Learning (including the Hillingdon Music Service)
2. To represent or recommend to Cabinet, another Councillor to represent the Council on the Authority's Adoption and Permanency Panel and Fostering Panel.
 3. To approve statements of purpose for Children's homes and establishments.
 4. Jointly with the Cabinet Member for Finance, Property & Business Services, to monitor the operation of Management Advisory Committees for projects / facilities managed by the Council and to approve the establishment of any new Management Advisory Groups.
 5. To approve variations to schemes for the Local Management of Schools.
 6. To exercise the LEA's powers of intervention including the suspension of delegated powers from a governing body in accordance with the School Standards and Framework Act 1998.
 7. To receive monthly reports on the performance of schools.
 8. To approve or nominate appointments of Council nominees to School Governing Bodies and vary and approve Constitutions in accordance with the relevant legislation and any local procedures allowing nominations from all political groups.
 9. To monitor the performance of any schools where special measures have been applied.
 10. To consider Ofsted reports on schools in the Borough as necessary
 11. To determine school organisation proposals where no objections have been received.

12. To approve the Agreed Syllabus from the Standing Advisory Council for Religious Education, receive their Annual Report and agree any changes to their Constitution
13. To authorise, on behalf of the local authority, any Councillor (present or within the past four years) to be appointed to the office of Governor or Director at an Academy.
14. To consider requests for School Redundancy Payments and decide whether to approve them on behalf of the Local Authority.

Cabinet Member for Social Services, Housing, Health and Wellbeing

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - housing need for the Borough,
 - homelessness duties,
 - conditions of tenancies,
 - home ownership,
 - private sector housing grants,
 - new homes initiatives,
 - maximising the use of empty homes

 - care services for adults and older people
 - services for clients with disabilities,
 - mental health services

 - The public health priorities of the Council, including:
 - The Health and Wellbeing Board
 - Local authority health related services
 - Health and wellbeing promotion
 - Wellbeing of residents and Wellbeing strategies
 - Environmental Health
 - Health Control Unit, Heathrow
 - Sports Strategy
2. To consider monthly reports on sensitive services and those with significant budget implications, e.g. placements in residential homes.
3. To provide link contact between the Council and the local Clinical Commissioning Group.
4. Jointly with the Cabinet Member for Finance, Property and Business Services

to authorise the grant of extension of leasehold interests in properties where the Council is freeholder, to consider requests from leaseholders of Council properties for loft conversions and to take all constitutional decisions required in relation to disposals, sales and leases for loft spaces under Council freehold, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.

5. To approve systems for consultation with tenants and lessees.
6. To approve housing management arrangements.

Cabinet Member for Community, Commerce and Regeneration

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- partnerships,
- seeking external funding,
- promoting harmony between different cultures and races,
- working with local organisations, including faith groups,
- the Chrysalis programme of environmental improvements,
- Street Champions & Streets Ahead
- Community Engagement
- Town Centre Regeneration
- emergency planning,
- community safety,
- CCTV, including the CCTV control room

-
- Animals
 - Trading Standards
 - Mortuaries
 - Crematoria
 - Cemeteries
 - Burial Grounds
 - Weights and Measures
 - Consumer Protection
 - Imported Food office, Heathrow
 - All Licensing Policies and Procedures, including the Statement of Licensing Policy, Statement of Gambling Policy and Sex Establishments Policy.

-
- Fleet and Passenger Services
 - Transport and travel for social services clients

2. To agree proposals for methods of partnership working, in consultation with the appropriate Cabinet Member if this relates to specific service areas, e.g. transport.

3. In consultation with the Cabinet Member for the appropriate service area, to promote effective partnerships between the Council and all other bodies and agencies affecting the community.
4. To represent the Council on the Uxbridge Initiative and similar town centre partnerships.
5. To oversee proposed arrangements with public and other bodies for the delivery of partnership initiatives and to develop successful partnerships with the other private, public and voluntary agencies which affect the Borough.
6. To take the lead for the Council on civil emergencies and on the response to disasters.
7. To provide a link between the Council and the Community Trust.
8. Within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the Chrysalis Programme and to also approve specific alleygating schemes and alleygating policies and procedures.

To approve the inclusion of individual projects in the Chrysalis Programme which are for security works in parks and open spaces jointly with the Cabinet Member for Finance, Business and Property Services.

9. To be responsible for developing awareness throughout the Council and Borough of community safety.
10. To develop partnership working with the community, the Police, probation service, health service and other stakeholders to develop solutions to community safety concerns.
11. To monitor the implementation of the community safety strategy, including the achievement of targets in the strategy.
12. Responsible for consultation arrangements.
13. To approve the spending of Ward Budgets.
14. Oversee the Member Development Programme and agree associated seminars and training.
15. To be responsible for the provision and direction of Town Twinning.
16. To approve and agree any changes to the Terms of Reference of the Hillingdon Safer Neighbourhood Board and appoint (or dismiss) the Chairman of the Board upon the recommendation of the Chief Executive of the London Borough of Hillingdon and the Hillingdon Borough Police Commander.

Cabinet Member for Finance, Property and Business Services

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-

- financial controls,
 - monitoring of the overall revenue and capital budgets
 - schools budget
 - Information & Communications Technology
 - Information Governance
 - Digital Services
 - risk management
 - facilities management
 - Energy / Carbon use and consumption
 - major construction projects
-

- housing stock management, development and construction
 - housing revenue account budget, housing capital fund
 - housing rent setting
 - housing benefit scheme
 - housing maintenance
 - stock refurbishment
-

- Economic Regeneration
- land and property holdings,
- the management of industrial and business units,
- council shops
- management of meeting halls
- reservoirs,
- land drainage,
- parks,
- open spaces,
- woodlands,
- allotments,
- other amenity land,
- provision and management of trees,
- Colne Valley Park
- Land charges

Land and Property

The Cabinet Member for Finance, Property and Business Services, in conjunction with the Leader of the Council and Deputy Chief Executive and Corporate Director of Residents Services, will oversee the development, construction and use of land and property assets across all Cabinet portfolios.

Specific delegations to the Cabinet Member are:

2. In pursuance of the Council's objectives and on the recommendation of the Deputy Chief Executive and Corporate Director of Residents Services, to take (or recommend to Cabinet) decisions regarding land and property as set out in the Procurement and Contract Standing Orders – Schedule H.
3. To approve annually a report on the performance of the property portfolio
4. To receive monthly updates of the sales programme.
5. To recommend to the Cabinet an Asset Management Policy and Plan and Capital Investment Strategy for the best use of the Council's land and property, in consultation with service portfolio holders.
6. Jointly with the Cabinet Member for Social Services, Housing, Health & Wellbeing to authorise the grant of extension of leasehold interests in properties where the Council is freeholder, to consider requests from leaseholders of Council properties for loft conversions and to take all constitutional decisions required in relation to disposals, sales and leases for loft spaces under Council freehold, in consultation with the Deputy Chief Executive and Corporate Director of Residents Services.
7. To make recommendations to the Cabinet for the use of land and property, where there are competing service needs.
8. In conjunction with the Leader of the Council, to be responsible for overseeing and reporting to Cabinet on all aspects of the Housing Development Programme, social housing grants and other related external grants.
9. In conjunction with the Leader of the Council, to agree rent reviews, including rent free periods for tenants undertaking capital works or determine whether the Council carries out such capital works and agree to modify any future rent accordingly.
10. To approve programmes for housing stock investment and confirmation of adjustments to the housing programme.
11. To approve terms for the appropriation between services, on the recommendation of the Deputy Chief Executive and Corporate Director of Residents Services.
12. To list Assets of Community Value, jointly with the Leader of the Council.

Finance and Audit

13. Jointly with the Leader of the Council to make decisions on the release of monies for all capital projects.
14. Jointly with the Leader of the Council to allocate funds from planning obligations.

15. To oversee and monitor the housing revenue account budget, housing capital fund & housing rent setting, in conjunction with the Leader of the Council.
16. To approve virements between services if provided for in the budget framework.
17. Jointly with the Leader of the Council to be responsible for the overall internal and external audit strategies and arrangements of the Council, with operational decision-making and work programmes delegated to the Corporate Director of Finance and monitoring the review of such activity undertaken by the Audit Committee.
18. Jointly with the Leader of the Council to authorise the commissioning of work from internal and external audit following a request from the Audit Committee.

Other responsibilities

19. To report to the Cabinet on the development of information technology within the Council's organisation and the arrangements to promote digital services.
20. To take the lead for the Council in health and safety at work legislation.
21. Jointly with the Cabinet Member for Education and Children's Services, to monitor the operation of Management Advisory Committees for projects / facilities managed by the Council to approve the establishment of any new Management Advisory Groups.
22. To approve lettings of public open space for funfairs, circuses and other similar events.
23. Jointly with the Cabinet Member for Community, Commerce & Regeneration, and within the overall budget approved by the Cabinet and Council, to approve the inclusion of individual projects in the Chrysalis Programme which are for security works in parks and open spaces.

Cabinet Member for Central Services, Culture and Heritage

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - Legal services
 - Human Resources
 - Procurement policy and commissioning of services
 - Learning & Development
-
- Libraries
 - Leisure services
 - Cultural activities
 - Development of the Arts
 - Theatres

- Museums
 - Heritage Education Centres
 - Maintenance of Heritage Assets
-

2. On the request of an Appropriate Delegated Officer within the meaning of the Procurement and Contract Standing Orders, to enter into negotiations, in conjunction with this officer or any other officers nominated by him/her, with those parties who have entered into contracts with the Council.
3. In conjunction with the relevant portfolio holder(s) where required, to take any decisions as set out in the Procurement and Contract Standing Orders – Schedule H.

Cabinet Member for Planning, Transportation and Recycling

1. To oversee and report to the Cabinet on the Council's responsibilities and initiatives in respect of:-
 - designation of conservation areas,
 - Borough wide planning policies,
 - Planning enforcement policies,
 - highways,
 - purchase notices,
 - revocation of planning consents,
 - stop notices,
 - bus routes,
 - traffic,
 - transportation,
 - parking,
 - road safety
 - building control,
 - school crossing patrols,
 - conservation,
 - promoting a high quality built environment,
 - local safety schemes.
 - recycling,
 - waste strategy,
 - civic amenity sites,
 - refuse collection,
 - street cleansing,
 - trade waste.
 - sustainable development
2. To receive monthly reports on numbers of parking penalty charge notices written off or cancelled by officers.
3. To approve variations to the cost of projects funded from the parking revenue account and other schemes, within the limits set out in the overall budget framework.

4. To approve or refuse requests for footway parking exemptions.
5. To consider comments received as a result of public consultation on traffic management proposals, including waiting and loading restrictions, clearways, controlled parking zones, local safety schemes and to approve the final form of schemes, including approval to the conditions of use for parking permits to e.g. traders, business users, residents.
6. To receive monthly progress reports on the completion of planning obligations (section 106) Agreements.
7. To consider representations made on proposals for modifications to the Local Development Framework and to make recommendations to Cabinet as appropriate.
8. To consider representations made to proposals for supplementary planning guidance and to make recommendations to Cabinet as appropriate.

7.09 DECISION-MAKING

(a) The Budgetary and Strategic Framework

This Article is to be read in conjunction with the Budget and Policy Framework Procedure Rules set out in Part 4 of the Constitution.

- i The Cabinet and/or individual Cabinet Members are responsible for the preparation of the Council's budget and the various plans and strategies that constitute the Council's strategic framework.
- ii In preparing the budget and the strategic plans, the Cabinet consults with relevant stakeholders and partner agencies in the local community.
- iii The Cabinet is also required to consult with the relevant Policy overview committee at appropriate stages in the formulation of budgetary and strategic plans, and to give proper consideration to the Policy overview committee's responses. In this respect, the Cabinet needs to give advance notification to the overview side to allow the consideration of draft plans and strategies to be built into the annual overview and scrutiny programme.
- iv Having considered the views and recommendations of the relevant Policy overview committees (and also outside stakeholders and agencies), the Cabinet will then present the budget, plans and/or strategies to the Full Council for adoption.

(b) The Cabinet's Forward Plan

The Chief Executive and Corporate Director of Administration, in consultation with the Leader and Cabinet members, is responsible for updating and publishing the Forward Plan setting out the key decisions (and any other decisions) to be made, in accordance with the Access to Information Procedure Rules which can be found in Part 4 of the Constitution.

(c) Key Decisions Not in the Forward Plan

Where a key decision is not included in the Forward Plan the decision may, subject to Rule 16 of the Access to Information Procedure Rules which can be found in Part 4 of the Constitution, still be taken if the circumstances set out in Rule 15 of these Rules apply.

(d) Urgency Provisions

Where it is necessary for a key decision to be made without giving the prescribed notice, the decision can only be taken if the requirements of Rule 16 of the Access to Information Procedure Rules are observed.

(e) Officer Advice, Reports and Briefings

Officers are responsible for providing professional advice to the Cabinet and or Cabinet members who will be taking a decision. This may take the form of a report setting out the issue, policy context, options available, results of consultation, any legal or financial considerations, and professional advice. It may be a briefing giving more detailed background information. All such written material is made available to public inspection, as long as it is not confidential or exempt under Access to Information provisions.

(f) Decision-taking

Key decisions are made either by the full Cabinet, Leader, Committees of the Cabinet, individual Cabinet Members or Officers.

(g) Decision by Cabinet or a Committee of the Cabinet

Where a Cabinet decision is required, officers check whether it is included in the Forward Plan. Where it is for decision by full Cabinet, the following procedure applies:

1. The Democratic Services section is notified and the item placed on the agenda for the next Cabinet meeting. The agenda is then published giving at least five clear days notice of the meeting, and overview and scrutiny committee members are notified.
2. The decision is then made by the Cabinet. The decision is recorded and published as soon as reasonably practicable in accordance with the Access to Information Procedure Rules.

3. There is a right for a key decision to be called-in. If this right is exercised, paragraph 16 of the Overview and Scrutiny Procedure Rules which are in Part 4 of the constitution will apply.

(h) Decision by Individual Cabinet Members

Where an executive decision is required, officers check whether it is included in the Forward Plan. Where it is for decision by an individual member, the following procedure applies:

1. The report dealing with the matter upon which the decision is needed, will be sent to the relevant Cabinet member. If the Cabinet member is to make a key decision, he/she will not make the decision until at least five clear days after receipt of that report.
2. On the giving of a report to the Cabinet member, the person who prepared the report will give a copy of it to the chairman of every relevant overview and scrutiny committee as soon as reasonably practicable, and make it publicly available at the same time.
3. A decision is then made by the Cabinet member. The Head of Democratic Services will be instructed to prepare a record of the decision, reasons for it and any alternative options considered and rejected. The decision will be published as soon as reasonably practicable. Therefore, the provisions of Rules 7 and 8 of the Access to Information Procedure Rules (inspection of documents after meetings) will also apply to the making of decisions by individual members of the Cabinet. This does not require the disclosure of exempt or confidential information.
4. There is a right for a key decision made by an individual Cabinet member to be called-in. If this right is exercised, paragraph 16 of the Overview and Scrutiny Procedure Rules which are in Part 4 of the Constitution will apply.

7.10 Attendance at Cabinet Meetings

If a member of the Cabinet fails for six months to attend any meeting of the executive, or any Committee of the executive or, acting alone, to discharge any functions which are the responsibility of the executive, then unless the failure was due to some reason approved by the Council, he or she shall cease to be a member of the Council.

APPENDIX A

Hillingdon proposes that the following local choice functions should be the responsibility of its Cabinet:-

1. Any function under a local Act unless the Act in question specifies that the function must be discharged by the full Council or the function is a licensing, consent, permission or registration function.
2. The determination of an appeal against any decision made by or on behalf of Hillingdon provided that it does not relate to an application for a licence, approval, consent, permission or registration. (Hillingdon has an existing Registration and Appeals Committee which determines both statutory and non statutory appeals).
3. The making of arrangements to hear appeals against the exclusion of pupils.
4. The making of arrangements for appeals by governing bodies.
5. The following functions involve a combination of delivery and implementation of Hillingdon's policy, direct regulation of persons and policy and strategy development;
 - Any function relating to contaminated land
 - The discharge of any function relating to the control of pollution or the management of air quality
 - The service of an Abatement Notice in respect of a statutory nuisance
 - The passing of a resolution that Schedule 2 to the Noise and Statutory Nuisance Act 1993 should apply in Hillingdon
 - The inspection of Hillingdon to detect any statutory nuisance
 - The investigation of any complaint as to the existence of a statutory nuisance.

These functions are to be the responsibility of Hillingdon's Cabinet unless they involve:

- determining an application from a person for a licence, approval, consent, permission or registration;
 - direct regulation of a person (which would for example, encompass the service of an Abatement Notice in respect of a statutory nuisance);
 - enforcement of any licence, approval, consent, permission, or registration.
6. The obtaining of information under Section 330 of the Town and Country Planning Act 1990 as a preliminary to the exercise of powers to make a compulsory purchase order.
 7. The obtaining of particulars of persons interested in land under Section 16 of the Local Government (Miscellaneous Provisions) Act 1976 as a preliminary to the exercise of powers to make a compulsory purchase order.
 8. The making of agreements for the execution of highway works.

ARTICLE 10 – AREA COMMITTEES

10.01 Area Committees

The Council may appoint Area Committees as it sees fit, if it is satisfied that to do so will ensure improved service delivery in the context of best value and more efficient, transparent and accountable decision making.

10.02 Form, Composition and Function

(a) In the event that the Council appoints Area Committees, it will decide upon the number and whether such committees are to have executive or non-executive functions or a combination of both. The Council will also decide what the composition, membership, budget allocation and terms of reference of the committees will be and the necessary details will be added to the constitution. The remainder of this Article sets out how Area Committees would operate if they come into being.

(b) Delegations

The Council and the Cabinet will add details of the delegations to Area Committees in the Constitution, including the functions delegated showing which are the responsibility of the Cabinet and which are not, and any limitations on delegation.

10.03 Conflicts of Interest – Membership of Area Committees and Overview and Scrutiny Committees

If an Overview and Scrutiny Committee is scrutinising specific decisions or proposals in relation to the business of the Area Committee of which the councillor concerned is a member, then the councillor may not speak or vote at the Overview and Scrutiny Committee meeting unless a dispensation to do so is given by the Standards Committee.

10.04 Area Committees – Access to Information

(a) Area Committees will comply with the Access to Information Rules in Part 4 of this Constitution.

(b) Agendas and Notices for Area Committee Meetings which deal with both functions of the Cabinet and functions which are not the responsibility of the Cabinet will state clearly which items are which.

10.05 Cabinet Members on Area Committees

A member of the Cabinet may serve on an Area Committee if otherwise eligible to do so as a councillor.

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A year in review...



Policy Overview & Scrutiny in Hillingdon

2015 - 2016
Annual Report
Democratic Services



What we do

A welcome from the Chairmen...

Our Annual Report provides the opportunity to review the work and achievements of Hillingdon's Policy Overview & Scrutiny Committees during the 2015/16 Municipal Year and to highlight key achievements.

In Hillingdon, Policy Overview Committees (POCs) are responsible for monitoring of a range of Council services to improve service development for residents.

Hillingdon has an Executive Scrutiny Committee, which is responsible for post decision scrutiny of Cabinet and Cabinet Member decisions and has the ultimate 'call-in' power. An External Services Scrutiny Committee is responsible for scrutinising those services provided by non-Council organisations, including health agencies, the Police and related community matters.

Each of these Committees undertakes its role through in-depth reviews on specific issues annually. These provide the opportunity to hear directly from residents, service users, and local organisations along with nationally recognised expert witnesses. These reviews make practical recommendations to the Cabinet during the year on how the Council can further its activity to improve the quality of life for residents.

In addition, the Committees are able to request information in response to particular concerns, comment on reports to Cabinet before decision and provide useful input into the annual budget proposals before they are approved by Council each year.

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

We thank all those residents and organisations that have been involved in Policy Overview and Scrutiny during the year.

Sincerely

Councillors Lewis, Palmer, White, Bridges, Higgins & Riley

Corporate Services & Partnerships



Councillor Richard Lewis (Chairman)

Councillor Richard Mills (Vice-Chairman)
Councillor Robin Sansarpuri (Opposition Lead)
Councillor Wayne Bridges
Councillor Tony Burles
Councillor Nick Denys
Councillor Narinder Garg
Councillor Raymond Graham
Councillor Henry Higgins (from 14 January 2016)
Councillor Carol Melvin (until 14 January 2016)

Officer Lead: Khalid Ahmed

Our brief

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

Primary review: Heathrow Airport Rateable Value



The aim of the review was to investigate means of enabling Council officers to fully analyse the rateable value of Heathrow Airport by engaging with the Valuation Office Agency.

The review examined the difficulties which the Council had in determining the cumulo rateable value for Heathrow Airport due to officers of the Council not being able to access areas of the airport site.

The Committee was informed that the London Borough of Hillingdon is the fifth largest Billing Authority in London with an overall Rateable Value of almost £800m and with responsibility for the majority of the Heathrow Airport.

The Borough's rates risk with the Airport is huge. Over £340m in Rateable Value is contained within just four assessments at the core of the Airport complex, of which the overall "cumulo" assessment is on its own around £243m.

While, under retention, the Borough shoulders responsibility for financial planning for the consequences of change in rating bills of which the main Airport complex represents 42% of the Council's List, there is little independent visibility to the Council of the evidence on the ground.

As a secure facility subject to the usual security restrictions for such premises, the Council has no rights of inspection under current provisions, so all property inspections must be left to the Valuation Office Agency.

One of the main drivers of the review was that from 1 April 2013, there have been significant changes to local authority finance which had been implemented under the Government's localism and devolution strategy. Local authorities have more interest in their business rates revenue as they are now able to retain a percentage of these rates.

Councils have a greater incentive to increase business rate yield within the local authority and to understand potential effects on rate losses through rate appeals, demolition of properties and material changes which may also affect business rates.

The Committee was provided with evidence from staff from the Valuation Office Agency and Heathrow Airport's surveyors that they were content with the current assessments.

The Committee has met in closed session to discuss certain aspects of the review. Recently, it was agreed to investigate the legal powers open to the Council to secure greater transparency in relation to the

Heathrow Cumulo. The Committee's review will continue following the receipt of further specialist advice and report to Cabinet as necessary on any useful recommendations going forward.

Reviewing the budget 2016/17

The Committee reviewed key aspects of the Cabinet's proposed 2016/17 budget and grants and co-ordinated the overall Policy Overview Committee response as part of the budget setting process.

Children, Young People & Learning



Councillor Jane Palmer (Chairman)

Councillor Nick Denys (Vice-Chairman)
Councillor Jan Sweeting (Opposition Lead)
Councillor Teji Barnes
Councillor Jem Duducu
Councillor Tony Eginton
Councillor Duncan Flynn
Councillor Becky Haggar
Councillor Peter Money
Mr Anthony Little, Roman Catholic representative

Officer Lead: Jon Pitt

Our brief

The Committee is responsible for the policy overview role in relation to education, schools, the early-years service, the youth service and social care services for children and young people. In addition to its wider remit, the Committee has undertaken a major review and commenced a second review during 2015/16.

Major review: The Effectiveness of Early Help to Promote Positive Outcomes for Families



The Council's Early Intervention and Prevention Service was fully established in September 2015, although a number of the services included within this had previously been provided under a different management structure.

The Committee felt that it was important to undertake a review of the new service to enable it to contribute to the development and delivery of the supporting Early Intervention and Prevention Services Plan.

The review found that it could be challenging to obtain relevant, good quality, up-to-date data. Sharing such data regularly with partners was also problematic. There was also a need to strengthen partnership working. A need for further, more in-depth training was identified to ensure that staff can perform their jobs to the best of their ability.

Promotion of services to families and to partner organisations was key to ensure the efficient use of resources and more importantly, to ensure that the benefit to families, were maximised. A need to further embrace the various available online tools was identified by the review. The Committee's work also highlighted important issues in relation to the funding of Children's Centres and in particular, the question of whether each centre should receive the same amount of funding or whether allocations should be based on local needs.

The provision of Child and Adolescent Mental Health Services (CAMHS) within Hillingdon was highlighted as a being a cause for concern, with the Committee requesting that a review of this be taken forward by the appropriate Committee(s) during the 2016/7.

Recommendations made by the review were approved by Cabinet in February 2016. Due to the ongoing development of Early Intervention and Prevention Services, it was agreed that regular progress reports would be brought to the Committee.

Upcoming Major Review: Supporting Educational Aspiration for Disadvantaged Children

This review is looking at how educational aspiration can be supported for disadvantaged children in order to improve attainment. Evidence provided by schools, teachers and other organisations is being considered as part of the review, with a view to recommendations being put forward to help close the attainment gap between disadvantaged pupils and their non disadvantaged peers.

The review will also look at the effectiveness of spending of Pupil Premium Funding. This is provided to schools on behalf of disadvantaged pupils.

Government figures show that children from disadvantaged backgrounds are far less likely to get good GCSE results. Within Hillingdon, 2015 figures show that 39% of pupils eligible for free school meals in the last six years achieved 5 A*-C GCSEs (including English and Maths), compared to 64% of other pupils. This gives a gap of 25% in terms of outcomes at age 16 between disadvantaged young people and their non-disadvantaged peers. Whilst the attainment gap is greater at secondary level, evidence at national and local level highlights that disadvantage is a key indicator of academic success and educational opportunity at stages of education.

For the purposes of the review, the following groups of children are considered to be disadvantaged:

- Eligible for Free Schools Meals (FSM) in the last six years; or
- Looked after continuously for 1 day or more; or
- Adopted from care.

The review has heard from a number of witnesses to date and will hear further evidence at the June 2016 meeting of the Committee. This is ahead of recommendations being submitted to the Council's Cabinet.

Residents' & Environmental Services



Councillor Michael White (Chairman)

Councillor Teji Barnes (Vice-Chairman)
Councillor Mohinder Birah
Councillor Peter Davis
Councillor Jas Dhot
Councillor Patricia Jackson
Councillor Kuldeep Lakhmana (Opposition Lead)
Councillor Judy Kelly
Councillor Brian Stead

Officer Lead: Alex Quayle

Our brief

The Committee is responsible for the policy overview role for a diverse range of Council services often central to residents' quality of life. This remit extends to highways, transport, footpaths, green spaces, planning, heritage, waste & recycling, sport & leisure, environmental health and beyond. Over the year, the Committee considered reports on topics such as trading standards, 'beds-in-sheds', and licensing policies, in addition to two reviews and giving detailed consideration to the Cabinet's budget proposals.

Major review: Hoarding in Hillingdon



The Committee identified the topic of hoarding because there had been no comprehensive review of the matter by Elected Members in recent times. Additionally, the subject had been put back into the national spotlight through related television documentaries and, more significantly, recognition by the medical profession of a “Hoarding Disorder”.

The Committee structured its review to understand why people hoard, the types of hoarding and their prevalence. Members considered both officer and expert witness testimony to review the powers available to tackle the physical effects of hoarding, the social and health care options available when individuals are diagnosed with Hoarding Disorder, along with the consequential effects on family, home and local environment.

The Committee welcomed the partnership approach in place in Hillingdon, which was lacking in many other local authorities. The review made recommendations to Cabinet in December 2015 which were approved and related to consistency of approach and data collection, targeted help for the vulnerable, fostering a multi-agency and integrated approach and use of planning enforcement where necessary.

Upcoming Major Review: Learning from Hillingdon’s Major Developments



Major planning applications by their nature have a significant impact on the built environment and residents' enjoyment of the Borough.

This is primarily through the change in environment that occurs through new development; ranging from impacts on everything from security, drainage, visual appearance, outlook, light, noise, traffic congestion and parking, through to the wider multi-faceted impacts on neighbourhoods and town centres from large redevelopments.

The review aimed to understand how lessons are currently learned post approval, and whether there were any simple post development processes that could be recommended to Cabinet to analyse the successes and failures of major developments. It also sought to find methods for decision-makers to learn lessons for any post development review processes undertaken, with the aim that Members could better understand how plans would translate to reality, and ways to make a substantive difference to an application.

The Committee found a wealth of knowledge about development in the Borough; from residents, Ward Councillors, officers, architects and others involved at various stages. Members considered how to incorporate different perspectives on the multifaceted planning environment in the Borough, and how effective evaluation techniques can be introduced, primarily for Planning Committee Members. The Committee's findings have led to several positive recommendations which will be considered by Cabinet in due course.

Social Services, Housing & Public Health



Councillor Wayne Bridges (Chairman)

Councillor Teji Barnes (Vice-Chairman)
Councillor Shehryar Wallana
Councillor Peter Davis
Councillor Beulah East (Opposition Lead)
Councillor Becky Haggar
Councillor Manjit Khatra
Councillor June Nelson
Councillor Jane Palmer

Co-Opted Member: Mrs Mary O'Connor (Health, Disabilities and Wellbeing Champion)

Officer Lead: Charles Francis

Our brief

The Social Services, Housing & Public Health Policy Overview Committee is responsible for undertaking the policy overview role in relation to the Council's Adult Social Care, Housing and Public Health responsibilities. In addition to monitoring performance, considering the Budget and receiving several overview reports on Public Health, the Committee will have completed two reviews during 2015/2016.

Major review: Raising Standards in Private Sector Rented Accommodation



Given recognised national housing issues, the Private Rented Sector has become a vital aspect of housing in Hillingdon. The Committee therefore agreed, it was important to investigate how improved standards in the Private Rented Sector could help reduce cases of homelessness by focusing on information advice and guidance and where this was not possible, ensure that any intervention was as effective as possible.

To investigate this, the Committee examined the profile of the sector and its tenants, the effects of overcrowding and the health implications of this, the information, advice and guidance given to tenants and also the enforcement powers available to the Council. The review established that since the last Housing Condition Survey, the number of people using the private rented sector had risen exponentially and so there was clear responsibility on the Council to ensure it took positive steps where possible to assist and improve the quality of life of our residents in this sector.

In terms of its findings, the review suggested that incidences of overcrowding might well be increasing driven by a necessity to accept lower housing standards to minimise costs. However, the Committee also recognised that as the Council had no direct control of the sector, there was no panacea or single action that could be taken to solve all the problems associated with the sector. The Committee welcomed news that the Enforcement options available to the Council would be strengthened by the Housing and Planning Bill when passed, but appreciated these measures would focus on the most serious and severe instances or malpractice. The review was considered by Cabinet in March 2016 and all the recommendations were endorsed.

Major Review: Stroke Prevention in Hillingdon



The Committee's second topic this year was to review and assess what was currently being done to prevent strokes in Hillingdon and investigate best practice from both other Local Authorities and stroke organisations.

According to GP data in 2014/15 there were 3,336 patients in Hillingdon who had suffered stroke. With the estimated average cost to the NHS of a stroke per patient cited as £10,000 and survivor costs reaching £100,000 per year for as long as the person lives, there are some significant ramifications.

The Committee, therefore, felt it was important to focus on raising awareness of stroke prevention and learn lessons from external organisations which would contribute to the Council's preventative agenda, given the long term human and financial costs associated with aftermath of stroke.

As well as hearing about what the Council's role and responsibilities were, the Committee gathered evidence from other local authority Public Health Teams about what work they are doing to inform Hillingdon's approach. The final aspect of the review was to receive and consider evidence from stroke sufferers, related organisations and experts to see how Hillingdon's approach might be improved.

This review will be considered by Cabinet in June 2016.

Executive Scrutiny



Councillor Henry Higgins (Chairman)

Councillor John Riley (Vice-Chairman)
Councillor Mo Khursheed (Leader of the Opposition)
Councillor Wayne Bridges
Councillor Brian Crowe
Councillor Nick Denys
Councillor John Oswell
Councillor Jan Sweeting
Mr Anthony Little - Roman Catholic Diocesan representative

Officer Lead: Mark Braddock

Scrutiny of Hillingdon's major decisions

A period of 5 working days must elapse before any formal key decision taken by the Cabinet or Cabinet Member can be implemented by officers. The Executive Scrutiny Committee's primary role is therefore to scrutinise such decisions that have been taken 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 Cabinet Member(s) for further consideration. The Committee use a set of criteria to guide them in this process. The Committee meets immediately after the conclusion of a meeting of the Cabinet to enable Members to review the decisions taken and, if agreed by a majority, give consideration to the potential for the call-in of a particular matter.

During 2015/16, no call-in of any Cabinet or executive decision was made.

The Chairman of the Committee has the constitutional role of being able to waive the 'call-in' power where a decision is deemed urgent by the Cabinet or Cabinet Member and any delay would prejudice the Council's or the public's interest or could lead to an (increased) risk of damage to people or property. This enables such decisions to be implemented with immediate effect. They are otherwise known as

"urgency" or "special urgency" decisions depending on the necessity of the matter.



During 2015/16, out of over 500 executive decisions, the Chairman carefully considered and agreed to the waiver of the call-in power for 43 such decisions to assist critical service and project delivery.

The Chairman also plays a constitutional role in being notified of any future key decisions, primarily to the Cabinet, where it has been impracticable to give sufficient notice of a decision in the Forward Plan.

To assist in their deliberations, the Committee requested clarification on a number of matters within individual Cabinet reports, which were responded to by officers after the meeting.

External Services Scrutiny



Councillor John Riley (Chairman)

Councillor Ian Edwards (Vice Chairman)
Councillor Phoday Jarjussey (Opposition Lead)
Councillor Allan Kauffman
Councillor Michael White
Councillor Brian Crowe
Councillor John Oswell
Councillor Tony Burles

Officer Leads: Nikki O'Halloran and Kiran Grover

Our brief

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

As well as undertaking light touch reviews and receiving update reports (in relation to Prevent, the Better Care Fund Plan 2016/2017, Shaping A Healthier Future and the Safer Hillingdon Partnership), the Committee has also monitored the performance of the local NHS Trusts (with a view to providing evidence to the CQC).

Major review: Alcohol Related admissions amongst those Under 18 years of age



During the last 12 months, the Committee has completed a review regarding alcohol related A&E admissions amongst young people in Hillingdon. A Working Group was established and chaired by Councillor Dominic Gilham to carry out the review.

Members focussed on the reasons that young people drink alcohol and investigated how local agencies worked in partnership to educate them at an early age about the associated risks and the anticipated additional pressure that future alcohol related health complications could have on the NHS.

The review highlighted areas for further partnership work with a view to educating young people, equipping them to make better choices and preventing excessive alcohol consumption. The Committee's final report and recommendations were agreed by the Cabinet in January 2016.

Upcoming Major Review: Pressures on GPs



One of the main pieces of work undertaken by the Committee is a review of the Pressures on GPs in the Borough. A Working Group was established and is chaired by Councillor John Riley. A series of meetings have reviewed the varied pressures on GPs and witnesses have included the Local Medical Committee, Hillingdon Clinical Commissioning Group, NHS England, Healthwatch Hillingdon, NHS Property Services, Pharmacy London and Health Education North West London, as well as GP Network leads.

Members have examined the issue in detail and focused on GP recruitment, education and training, use of resources, premises and other facilities, patient management and communication. Witnesses

have spoken candidly to identify better ways of working that would reduce the pressures faced by GPs.

It is anticipated that the Working Group's final report and recommendations will be considered by Cabinet at its meeting in July 2016.

Our previous work...

Policy Overview and Scrutiny Committees have undertaken comprehensive reviews of local service provision since 2002, with their findings incorporated into the core work the Council and its partners to put residents first. Details of past reviews over the last 5 years are set out below. Copies of all reviews are available to read online.

2014/15

- Diversifying the Street Champions Initiative
- Tackling Social Housing Fraud
- Review into Family Law Reforms
- Children's Oral Health
- A Review of Hillingdon's Corporate Complaints Procedure
- Policing and Mental Health Services
- Hillingdon's Implementation of the Special Educational Needs and Disability (SEND) Reforms
- The Cleaning and Maintenance Schedule for Hillingdon's Footpaths and Bridleways
- Hillingdon Child Sexual Exploitation Strategy
- Reducing the Risk of Young People Engaging in Criminal Activity and Anti-Social Behaviour
- Hillingdon's Shared Lives Scheme

2013/14

- Stigma: The Effect on Residents' Mental and Physical Health in the Borough
- Review of Anti-Social Behaviour Partnership Working in the Borough
- The Causes of Tenancy Failure and how it can be Prevented
- Using Our Water: Improving Efficiency and Developing Long-Term Strategies
- Improving Outcomes for Care Leavers Not in Education, Employment or Training (NEET)
- Strengthening the Council's Role as a Corporate Parent
- Reducing our Carbon Footprint

2012/13

- Community Cohesion and the accessing of Council services
- Crime Prevention Resources provided for Hillingdon Police and the free Older Peoples Burglar Alarms Scheme

- Leaving Care Grant
- Safeguarding of Children that go Missing
- Access to Education for Hillingdon's Vulnerable Children and Young People
- Review of the Regulations and Byelaws relating to Cemeteries and Burial Grounds within Hillingdon
- Review of local pest control services and the impact of waste management processes on them
- Review of Adult Community Mental Health Services
- Special Constables

2011/12

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

2010/11

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

Residents & partners are essential to our reviews...

Members on Policy Overview and Scrutiny Committees actively seek to involve residents, interest groups, private and public organisations in the policy reviews their respective Committees undertake. We welcome anyone wishing to get involved in shaping public services for the future and thank those participating this year. Strong witness testimony has, and continues to, provide added value to the Committee's findings presented to the Cabinet for approval. 2015/16 was no exception, with the following external witnesses engaging in this important aspect of Hillingdon's democratic process:

Metropolitan Police Service	London Ambulance Service NHS Trust	Valuation Office Agency
Hillingdon Clinical Commissioning Group	London Fire Brigade National Probation Service	Rates Plus
Healthwatch Hillingdon	Local Community Rehabilitation Company	Stroke Association
The Hillingdon Hospitals NHS Foundation Trust	Care Quality Commission	Cafe Nero's Social Group
Royal Brompton and Harefield NHS Foundation Trust	NHS England	Children's Centres
Central and North West London NHS Foundation Trust	NHS Property Services	Harlington School
London-wide Local Medical Committee	Pharmacy London	The Skills Hub
Hillingdon Local Medical Committee	Health Education North West London	Young People's Academy
		Stroke Association
		Hoarding UK
		London Fire Brigade
		Dale Venn Architects Ltd



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