



Residents, Education and Environmental Services Policy Overview Committee

Councillors on the Committee

Wayne Bridges (Chairman)
Michael Markham (Vice-Chairman)
Vanessa Hurhangee
Allan Kauffman
Heena Makwana
Stuart Mathers
Paula Rodrigues
Jan Sweeting
Steve Tuckwell
Tony Little

Date: TUESDAY, 4 SEPTEMBER
2018

Time: 7.00 PM

Venue: COMMITTEE ROOM 6 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

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

Published: Friday, 24 August 2018

Contact: Neil Fraser
Tel: 01895 250692
Email: nfraser@hillington.gov.uk

This Agenda is available online at:
<https://modgov.hillingdon.gov.uk/ieListMeetings.aspx?CId=114&Year=0>

Putting our residents first

Lloyd White
Head of Democratic Services
London Borough of Hillingdon,
Phase II, Civic Centre, High Street, Uxbridge, UB8 1UW
www.hillingdon.gov.uk

Useful information for residents and visitors

Travel and parking

Bus routes 427, U1, U3, U4 and U7 all stop at the Civic Centre. Uxbridge underground station, with the Piccadilly and Metropolitan lines, is a short walk away. Limited parking is available at the Civic Centre. For details on availability and how to book a parking space, please contact Democratic Services. Please enter from the Council's main reception where you will be directed to the Committee Room.

Accessibility

For accessibility options regarding this agenda please contact Democratic Services. For those hard of hearing an Induction Loop System is available for use in the various meeting rooms.

Attending, reporting and filming of meetings

For the public part of this meeting, residents and the media are welcomed to attend, and if they wish, report on it, broadcast, record or film proceedings as long as it does not disrupt proceedings. It is recommended to give advance notice to ensure any particular requirements can be met. The Council will provide a seating area for residents/public, an area for the media and high speed WiFi access to all attending. The officer shown on the front of this agenda should be contacted for further information and will be available at the meeting to assist if required. Kindly ensure all mobile or similar devices on silent mode.

Please note that the Council may also record or film this meeting and publish this online.

Emergency procedures

If there is a FIRE, you will hear a continuous alarm. Please follow the signs to the nearest FIRE EXIT and assemble on the Civic Centre forecourt. Lifts must not be used unless instructed by a Fire Marshal or Security Officer.

In the event of a SECURITY INCIDENT, follow instructions issued via the tannoy, a Fire Marshal or a Security Officer. Those unable to evacuate using the stairs, should make their way to the signed refuge locations.



Terms of Reference

The Following Terms of Reference are common to all Policy Overview Committees (referred to as “The overview role”):

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. To review or scrutinise decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. To make reports and recommendations to the Council, the Leader, the Cabinet, a Policy Overview Committee or any other Council Committee arising from the exercise of the preceding terms of reference.
7. In accordance with the Local Government and Public Involvement in Health Act 2007, to consider ‘Councillor Calls For Action’ (CCfA) submissions.

To perform the policy overview role outlined above in relation to the following matters:

1. Education Services and statutory education authority functions
2. School performance and attainment
3. School Transport
4. Relationships with Local Academies / Free Schools
5. Pre-School & Early Years Services
6. Youth Services & Careers Services
7. Juvenile justice & probation services
8. Adult Learning
9. Education and learning partnerships
10. Music & The Arts
11. Highways, traffic, parking & street environment
12. Local transport, including rail, cycling & London Underground
13. Footpaths and Bridleways
14. Road safety and education
15. Planning & Building Control
16. Libraries
17. The Borough’s heritage and history
18. Sport & Leisure services
19. Waste management & recycling
20. Green spaces, allotments, woodlands, conservation and sustainable development
21. Consumer Protection, Trading Standards & Licensing
22. Registrars & Bereavement Services
23. Local watercourses, drainage and flooding
24. Environmental Health, Air & Noise Quality
25. Local impacts of Heathrow expansion
26. Local impacts of High Speed Rail

Agenda

Chairman's Announcements

- 1 Apologies for Absence
- 2 Declaration of Interest in matters coming before this meeting
- 3 To confirm that all items marked Part 1 will be considered in Public and that any items marked Part 2 will be considered in Private
- 4 To agree the Minutes of the previous meeting 1 - 6
- 5 Annual Complaints Report 2017-18 7 - 14
- 6 Past Review Monitoring - Street Lighting 15 - 20
- 7 Witness Session for: 'Review Into User Payment Experience and Modernisation Across Key Resident Service Areas' 21 - 28
- 8 Cabinet Forward Plan 29 - 34
- 9 Multi-Year Work Programme 35 - 38

Minutes

RESIDENTS, EDUCATION AND ENVIRONMENTAL SERVICES POLICY OVERVIEW COMMITTEE

19 July 2018

Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge



	<p>Committee Members Present: Councillors Wayne Bridges (Chairman), Stuart Mathers, Paula Rodrigues, Jan Sweeting, Steve Tuckwell, Raymond Graham (In place of Michael Markham), Richard Mills (In place of Heena Makwana) and Brian Stead (In place of Vanessa Hurhangee)</p> <p>LBH Officers Present: Peter Malewicz (Group Finance Manager), Iain Watters (Financial Planning Manager) and Neil Fraser (Democratic Services Officer)</p>
11.	<p>APOLOGIES FOR ABSENCE (<i>Agenda Item 1</i>)</p> <p>Apologies were received from Councillors Hurhangee, Kauffman, Makwana and Markham.</p> <p>Councillors Graham, R. Mills and Stead were present as substitutes.</p>
12.	<p>DECLARATION OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>None.</p>
13.	<p>TO CONFIRM THAT ALL ITEMS MARKED PART 1 WILL BE CONSIDERED IN PUBLIC AND THAT ANY ITEMS MARKED PART 2 WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 3</i>)</p> <p>It was confirmed that all items were marked as Part I, and would therefore be considered in public.</p>
14.	<p>TO AGREE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 4</i>)</p> <p>Minute 8: Update on School Admissions. Councillor Sweeting suggested amendments regarding her questions on spare capacity for Year 7 in 2018, and future forecasted demand for school places. It was agreed that the minutes be amended as per Councillor Sweeting's suggestions.</p> <p>Minute 9: Regarding the Cabinet report on the School Capital Programme, it was confirmed that any request for the Committee to review the report prior to its determination at Cabinet would need to come from an individual Member. Councillor Sweeting confirmed that she would make this request to the Cabinet Member.</p> <p>RESOLVED: That the minutes of the meeting held on 27 June 2018 be agreed as a correct record, subject to the amendments as referenced above.</p>

15. **2019/20 BUDGET PLANNING REPORT FOR SERVICES WITHIN THE REMIT OF REESPOC** (*Agenda Item 5*)

Iain Watters, Financial Planning Manager, and Peter Malewicz, Finance Manager, introduced the 2019/20 Budget Planning Report for services within the remit of the Residents, Education and Environmental Services Policy Overview Committee.

For the benefit of the Committee, the report was summarised and set into the context of the Council's medium term financial position, as presented in the 2018/19 Budget Setting Report approved by Cabinet and Council in 2018. It was forecasted that the next four years would prove challenging, with a budget gap of £54,987k for 2019/20 to 2022/23 against a 2018/19 budget requirement of £220,336k. £20,635k of this figure fell within 2019/20, which was the final year of the current multi-year funding settlement.

As in previous years, the gap was driven by a combination of inflation, service pressures and funding reductions, with the additional challenge of substantial increases in the debt servicing costs to support planned capital expenditure.

However, the Committee was informed that the Council was well placed to respond to the financial challenge, and over the four year period since 2015/16, had successfully implemented (or were expected to deliver for 2018/19), a £47.024k savings programme, which responded to the challenges of reduced funding and growing demand for services while minimising the impact on services to residents.

Members sought clarity on a number of points, including:

The reduced expenditure figure of £20,635k for 2019/20 was double the figure for the current year. Was there any good news, for example via social care precepts, or the Fair Funding Review, etc.?

Although the required savings of £54,987k over the next four years was a challenge, the Council was in a strong position. The Government's reduced funding was forecasted to flat line over the next four years, and NHS funding could see an inflationary increase. The result of the Fair Funding Review would be phased in from 2020/21, and could result in an additional £5,000k, although receipt of an additional £50m would be unprecedented.

There were a number of factors influencing the higher budget gap for 2019/20, including borrowing to support capital investment, however as in previous years the Council would be able to smooth the requirement for savings through use of balances.

The School Capital programme had increased with regard to secondary schools, and servicing the debt was considerable. Was there a risk of schemes, other than the school programme, having to be put on hold?

A proportion of the Capital Programme was self financing, and for many capital projects there was scope to either secure additional revenue or generate efficiency savings to offset investment costs as an alternative to pausing projects. Capital financing costs associated with delivering the current capital programme were fully reflected in the projected £54,987k savings requirement, with the MTFF process identifying options to manage this gap.

Was there a plan in place to adequately fund High Need pupils?

High Need pupils were a major challenge, nationally. While Hillingdon's funding was higher than other Authorities, the Education and Children Act 2014 had extended the age range for pupils from 5-18 years to 0-25 years. This has had a significant impact on the Council's funding requirements, particularly as pupils within the 19-25 age group who had previously disengaged from education could come back into education. However, the number of pupils likely to return was unknown, as they were 'off the radar' currently. It is also evident that there had been an increase in the number of referrals relating to children aged 0-5, where approximately 80% were likely to have an education, health and care plan.

Current funding mechanisms did not account for growth within the 19-25 age group. Previously, movement of funds between funding blocks could address gaps in funding for specific groups. The implementation of the 'hard' National Funding Formula was expected to have a significant impact on the ability of the Schools forum to set a balanced budget in future years, as it was expected that funds would no longer be allowed to be transferred between the funding blocks. Overall, funding was increased but due to the mechanics of the funding formula, funding would not be evenly distributed across individual schools, e.g. small primary schools would receive comparatively lower funding.

The implementation of a ring fencing arrangement between the relevant funding blocks required the Council to reach an agreement with the Schools Forum to transfer 0.5% of Schools Block funding to fund the increasing costs of High Need pupils in 2018/19. It should be noted that the funding provided for each individual High Needs pupil was approximately £5.5k, against a cost of £30k. Actions to address this were being worked on, including a review of Independent school placements where the Council is identifying the potential for the transfer of pupils to more suitable schools. Additionally the Council reviews the potential to create local provision through the development of special resource provision. Furthermore, the DfE have approved a Free School, which will provide an additional 100 places. This will be funded directly by the DfE.

The council is also currently reviewing the banded funding rate, which attributes a value based on the needs of every child, to ensure it was fit for purpose. However, the increased number of children with complex needs, including behavioural and mental health needs, was a significant challenge to fund, and there were no quick fixes.

What were the key headline themes for service transformation over the next four years?

Service transformation was driven by individual services, and was not a 'one size fits all' scenario. There was scope for looking at increasing synergy between service areas to ensure functions were leaner and more cost efficient. Further detail would emerge as reviews were undertaken, and more specifics would be included in the December budget report.

Was there an impact on statutory services due to the management of Capital debt?

Investment in facilities and processes had been made to ensure continued delivery of services. There were no examples of spending being prevented in either statutory or non-statutory services to support capital financing costs.

Were services held back if a service area was over budget?

Budgets were set to reflect service specifications and delivery requirements, with

budget variances reviewed through the monthly budget monitoring process. In cases where demand for services was growing, budgets would be adjusted through the annual budget setting process.

Were unaccompanied children still budgeted for?

Unaccompanied Asylum Seekers were budgeted for within the Council's contingency budget, at a cost of £1.8m a year. This would fall under the Social Care, Housing, and Public Health POC's remit.

How was the Council responding to the pressures of the contingency budget and the capitalisation of transformation expenditure?

The Contingency budget was referred to within the report for monitoring purposes, and was more volatile. Material growth of the contingency budget would be addressed within the following year's budget setting.

Capitalisation was more flexible and would pay for itself, even accounting for one-off costs to set up new systems. An example of this flexibility could be seen in the Council's ability to fund transformation through the sale of assets. If this flexibility were to be removed, the Council would look to fund service transformation from existing operating budgets or resources.

Was it correct that any increase in Council tax revenues would be offset by a reduction in Government grants?

Over the next four years, it was forecasted that the tax base would increase by 1.2% in line with population projections. At the same time, it was expected that Government funding would decrease by a similar amount, although the two movements were not directly linked and further growth in the revenues would not drive a reduction in grant funding.

16.	<p>SCOPING REPORT FOR FIRST REVIEW: REVIEWING USER PAYMENT EXPERIENCE AND MODERNISATION ACROSS KEY RESIDENT SERVICE AREAS (Agenda Item 6)</p> <p>Consideration was given to the draft scoping report for the first review of the new Residents, Education and Environmental Services Policy Overview Committee.</p> <p>Members recommended that the review should include an equalities impact assessment, to ensure that the needs of vulnerable residents were addressed, as well as receiving input and feedback from residents themselves.</p> <p>RESOLVED: That the draft scoping report be noted.</p>
17.	<p>CABINET FORWARD PLAN (Agenda Item 7)</p> <p>RESOLVED: That the Cabinet Forward Plan be noted.</p>
18.	<p>MULTI-YEAR WORK PROGRAMME (Agenda Item 8)</p> <p>Councillor Mathers suggested the addition of an informational item on youth services. It was agreed that this be noted and considered for future addition to the Work Programme.</p>

	<p>Reference was made to the quarterly admissions update. Members clarified that this should be a quarterly school places planning update.</p> <p>RESOLVED: That the Multi-Year Work Programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 7.42 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Neil Fraser on 01895 250692. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

This page is intentionally left blank

ANNUAL COMPLAINT REPORT FOR EDUCATION SERVICES FOR 1 APRIL 2017 TO 31 MARCH 2018

Committee name	Residents', Education and Environmental Services Policy Overview Committee
Officer reporting	Ian Anderson - Business Manager, Complaints and Enquiries
Papers with report	Appendix A
Ward	All

HEADLINES

This report provides information and analysis of complaints and Members' Enquiries received between 1 April 2017 and 31 March 2018 for Education Services and satisfies the requirements to publish annual information about complaints.

RECOMMENDATIONS:

That the Committee:

- 1. note the contents of the annual complaint report; and**
- 2. discuss any concerns with the relevant Cabinet member.**

SUPPORTING INFORMATION

None.

Implications on related Council policies

None.

How this report benefits Hillingdon residents

Provides assurance that complaints and Members' Enquiries are being processed in accordance with our published policies.

Financial Implications

There are no direct financial implications associated with this report.

Legal Implications

None.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

COMPLAINT REPORT FOR EDUCATION SERVICES FOR 1 APRIL 2017 TO 31 MARCH 2018

SUMMARY OF ANALYSIS

Informal Complaints

- Informal complaints (service requests) are down 22% (4) when comparing the same period for 2016/17 of 18 with 2017/18 of 14.

Stage 1 complaints

- There were 33 Stage 1 complaints for 2017/18. 29 related to complaints from Ofsted or parents about the way their children had been dealt with by a school. 4 related to parents dissatisfaction with the handling or decision not to admit their child to a particular school by the School Placement and Admission Team.
- Of the 33 Stage 1 complaints, 2 were partially upheld, 30 not upheld and 1 was withdrawn. 28 (85%) of the 33 Stage 1 complaints were responded to within the 10 working day target.

Stage 2 and 3 Complaints

- There were no Stage 2 and 3 investigations during this period.

Local Government and Social Care Ombudsman (LGO)

- One complaint was considered by the LGO but they decided not to investigate.

Compliments

- 2 compliments were recorded for 2017/18.

Members' Enquiries (ME) (page 8)

- 8,502 MEs were recorded for 2017/18. This is 683 (7%) fewer than 2016/17 figure of 9,185. The service areas with the highest number of MEs is Waste (3,340), Anti-Social Behaviour (1,273) and Planning (1,227) Services.

BACKGROUND INFORMATION

1. The Council's Vision

The Council's vision is about 'putting our residents first'. Feedback in the form of complaints and compliments is seen as a very important source of information from residents about the quality of services and care provided by the Council. In cases where something has gone wrong, we are committed to putting it right and ensure that it does not happen again.

2. What is a Complaint?

In general terms a complaint can be considered as:

"an expression of dissatisfaction by telephone, personal visit or in writing, about the standard of service, actions or lack of action by the Council or its staff affecting an individual or group of customers."

3. How can people complain?

Complaints can be made in person, by telephone, in writing, via our website or email, either directly to the service area, Contact Centre or to the Complaints and Enquiries Team.

4. Remedies for redress

The purpose of redress is to remedy the injustice or hardship suffered and where possible to return a complainant to the position they would have been before the situation went wrong. Types of redress include:

- an apology;
- providing the service that should have been received at first;
- taking action or making a decision that the Council should have done before;
- reconsidering an incorrect decision;
- improving procedures so that similar problems do not happen again; and
- if after an investigation by council staff or the Ombudsman, it is concluded that as a result of maladministration there is no practical action that would provide a full and appropriate remedy or if the complainant has sustained loss or suffering, financial compensation may be the most appropriate approach.

5. Mediation

For some complaints it will not be appropriate, or possible, to resolve a complaint through the complaint process - particularly where there has been a breakdown in the relationship between the service provider and the service user or where emotions are running high. In such situations the Business Manager, Complaints and Enquiries will consider whether mediation is an option that should be considered. If both parties are agreeable, mediation by an independent mediator allows both parties to come together to see if they can reach a solution through dialogue.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

EDUCATION AND SCHOOLS COMPLAINTS

Complaints about education and schools are governed by the Education Act 2002.

The Local Authority will only deal with complaints that are education related such as the provision of the national curriculum, school admission appeals, exclusions, special educational needs assessments, child protection issues, allegations of child abuse, etc.

Complaints about the internal management of a school must initially be made in writing to the Head Teacher of the school. If this fails to resolve the issue, concerns should then be raised with the chair of governors. If a complainant remains dissatisfied they can then escalate their complaint to the Department for Education and beyond that to the Parliamentary and Health Service Ombudsman via a Member of Parliament.

The Complaint Procedure

For those complaints where this local authority has a statutory duty to investigate, we will deal with these complaints under the corporate complaints procedure as follows:

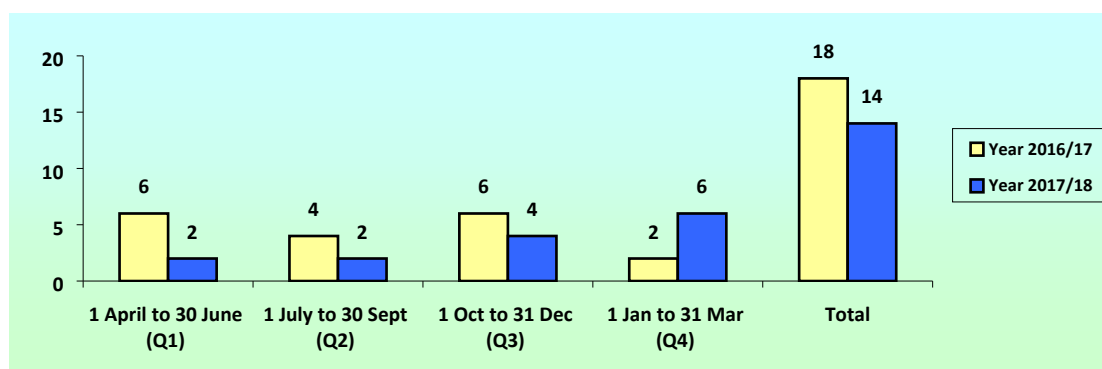
- The Informal Complaint (service request)
- Stage 1 – response from the Deputy Director for Housing, Environment, Education, Health and Wellbeing or a Head of Service.
- Stage 2 – response from the Deputy Chief Executive and Corporate Director of Residents Services.
- Stage 3 – response from the Chief Executive of the Council.
- Local Government and Social Care Ombudsman.

A more detailed explanation of how the complaint procedure operates, the main complaint themes and statistical data for each stage of the complaint process is provided below.

A. THE INFORMAL COMPLAINT

This local authority will attempt to consider all concerns as close to the point of contact as possible, and in cases where minor or day-to-day concerns are raised these are dealt with as service requests.

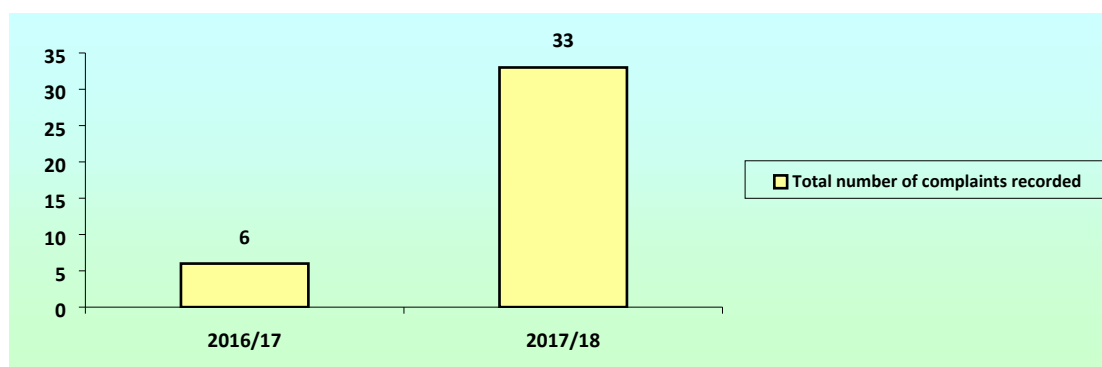
Informal Complaints received – (service requests)



Informal complaints are down 22% (4) when comparing the figure for 2016/17 of 18 with the same period in 2017/18 of 14.

B. STAGE 1 – LOCAL RESOLUTION

Total number of complaints recorded



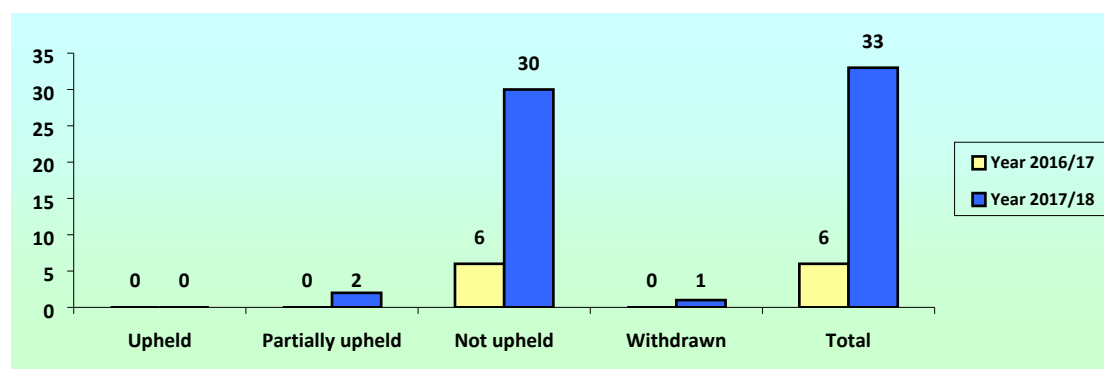
29 of the 33 complaints were submitted to Ofsted or direct from parents concerning the way their children had been dealt with by a school. In all complaints we raised this issue directly with the Head Teacher (safeguarding) but the outcome of the investigation was in almost all instances that this was a matter for the school to consider under their own complaints procedure. The increase in Stage 1 education related complaints between 2016/17 and 2017/18 is attributed to changes in the way Ofsted record and manage complaints from parents/carers. They now refer these complaints to the Council to co-ordinate rather than refer directly to the school, and as a result these complaints are now formally recorded as complaints by the Council rather than informal, service requests.

4 related to parents dissatisfaction with the handling or decision not to admit their child to a particular school by the School Placement and Admission Team.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

Outcome of complaints



6% (2) of complaints were partially upheld, 91% (30) not upheld and 3% (1) withdrawn.

Table 1 – Time taken to respond to a complaint (working days)

	2016/17	2017/18
Average time taken to respond to a complaint	7	9.36
Target	10	10
Variance	- 3.00	- 0.64

The average time taken to respond to a Stage 1 complaint was 9.36 working days and this is within the 10 working days target.

Table 2 - Number and % of complaints responded to within 10 working days

Period	Total number of complaints	Number dealt with within 10 working days	% dealt with within 10 working days
2016/17	6	6	100
2017/18	33	28	85 %

In three of the complaints that missed the target, this was because the school was closed (half term) and officers could not begin the investigation until the school re-opened.

c. STAGE 2 COMPLAINTS

There were no Stage 2 complaints during this period.

d. STAGE 3 COMPLAINTS

There were no Stage 3 complaints during this period.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

e. **LOCAL GOVERNMENT AND SOCIAL CARE OMBUDSMAN (LGO) INVESTIGATIONS**

One complaint was considered by the Ombudsman during this period. The finding and decision of the LGO is set out below.

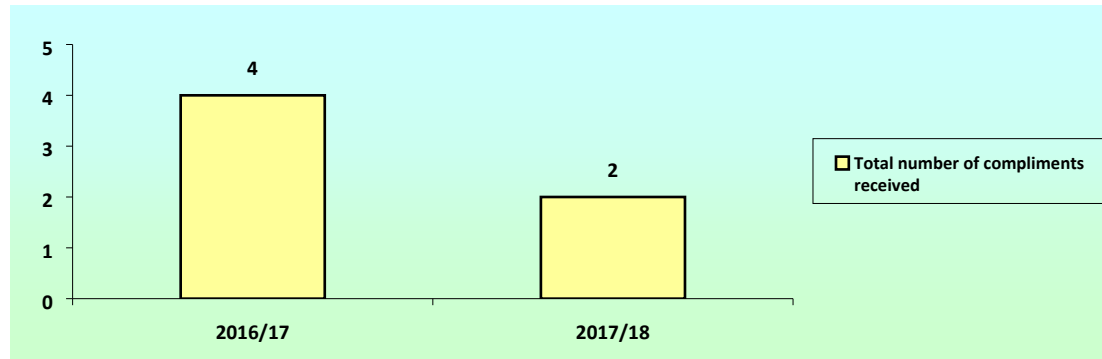
Complaint details	LGO decision
Complaint ref: 5976537 Mrs X complained that the Council delayed in providing an Education Health and Care Plan for her son and that it had resulted in him being absent from school.	Did not investigate Mrs X was informed that the Ombudsman Could not investigate her complaint that a delay in finalising her son's EHCP had caused the Council to take legal proceedings against her for school nonattendance. This because the LGO cannot investigate the commencement or conduct of Court action.

f. **LEARNING FROM COMPLAINTS**

No changes or service improvements were made as a result of these complaints.

g. **Compliments**

Number of compliments received



Here's what the two people said:

"I'm so happy because after my email to you I help the classe tigger classe to be better and safe classe xx tigger classe is better now because before mums in tigger classe was sad and worry her children and xx said that staff Thanks for your letter. Thank you to help tigger class and thanks you because you make us very happy."

"thank you once again for all the support, challenge and guidance you have given to me as well as my colleagues this year! We have had another productive year and while we continue to develop and build upon the progress we are making, it does not bear thinking about that I could

Classification: Public

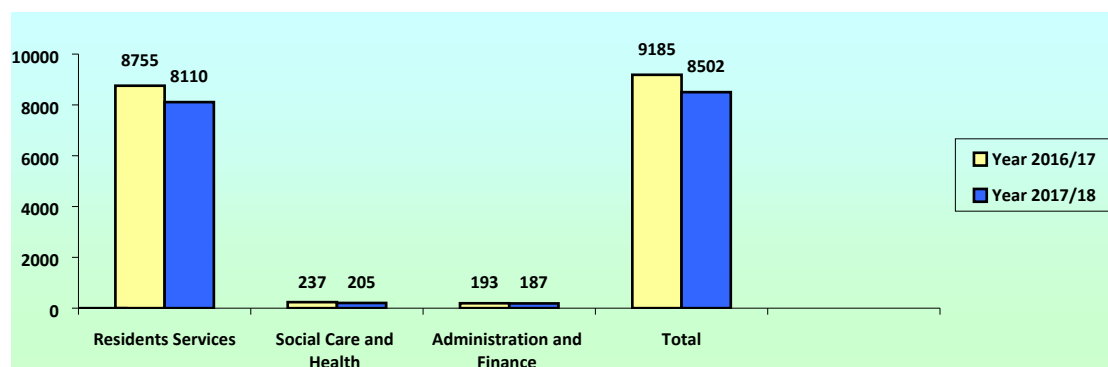
Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

be facing this journey without the input and support of the xx. Your team in particular, more than any other xx team at LBH, has been our constant support and expert guide, and I sincerely hope that my letter and any others that may be provided in support of your valuable work, go a long way to evidencing just how much we need your xx to continue, as always advising us in xx in the heart of Hillingdon."

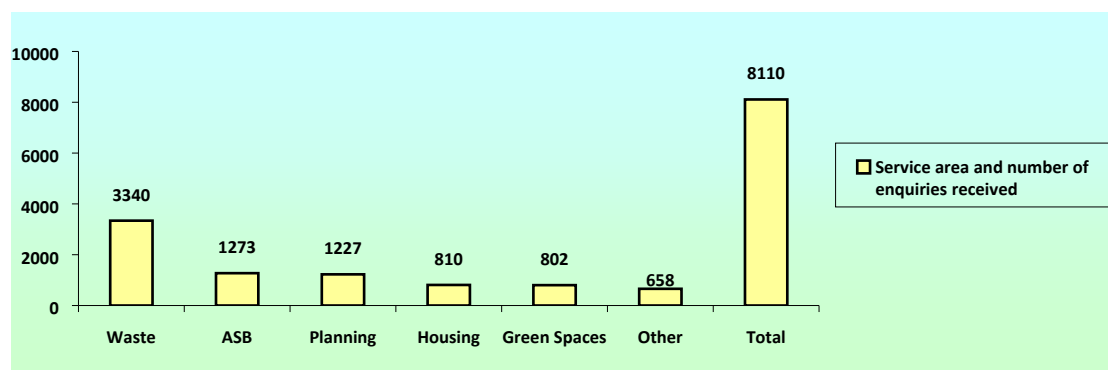
MEMBERS ENQUIRIES

Enquiries can be submitted to officers by Elected Members on behalf of their constituents.

Total number of Enquiries from Elected Members



- 7% (683) fewer (overall) enquiries from Elected Members when comparing the figure for 2016/17 of 9,185 with the figure for 2017/18 of 8,502.
- Residents Services accounts for 95% of all enquiries from Elected Members. Please see below for a breakdown of enquiries received for Residents Services.



Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

STREET LIGHTING UPDATE FOLLOWING 2009/10 REVIEW

Committee name	Residents, Education and Environmental Services Policy Overview Committee
Officer reporting	Dalton Cenac, Residents Services
Papers with report	None
Ward	All

HEADLINES

To provide the Committee with an update on improvements to the delivery of street lighting services since the last review in 2009/10.

RECOMMENDATIONS:

That the Committee notes the information within the report.

SUPPORTING INFORMATION

Improvements to Street Lighting Service Delivery

Outsourcing

Following the restructuring of Highway services in 2016, street lighting installation and maintenance works previously delivered in-house were outsourced to a new external service provider to achieve cost efficiencies and service quality improvements.

Cabinet agreed to the award of the *Street Lighting Works Term Services Contract* for an initial period of 5-years to JMcCann Ltd, commencing November 2016, with the possibility of extending the contract for a further two years, subject to contractor performance and commercial terms.

Benefits

The outsourcing of street lighting services will deliver a number of key benefits and objectives:

- Replacement of all lamps across the Borough with modern energy efficient LED lamps with resultant reduction in public complaints relating to faulty assets;
- Improve the night-time safety of road users and members of the community;
- Reduce crime and the fear of crime during hours of darkness;
- Reduce the Council's impact on climate change and deliver the benefits of good street lighting in a low carbon manner;
- Maintain Hillingdon's public lighting to a standard that ensures its safe, economic and effective operation;

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

- Scheduled cleaning and maintenance programmes;
- Enhanced processes for reporting faults, complaints and Members Enquiries resulting in improved resident satisfaction.

Term Service Contract

The scope of this contract includes the delivery of:

1. Capital investment works;
2. Term service works including:
 - a. Routine maintenance, inspection and testing of street lighting and traffic signs;
 - b. Non-routine maintenance of street lighting and traffic signs to include emergency call outs and on-going fault repairs;
 - c. Night scouting;
 - d. 24-hour emergency call out;
 - e. Management of fault reports, complaints and Member enquiries.
3. Task order works as instructed on an ad-hoc basis based on a tendered Schedule of Rates e.g. street lighting design for improvement schemes.

Additional works beyond the scope of the term service and investment works includes accredited quality management systems, an ICT system integrated with the Council's asset management system, and a robust complaints management system.

LED Investment Works

A significant capital investment of £5.2m was identified to replace all the existing 23,700 orange low pressure sodium (SOX) lamps with Light Emitting Diodes (LED's) over an 18-month period commencing in January 2017. This Borough-wide LED lighting investment works allowed for an assessment of the lighting in each street to be undertaken and the selection of an appropriate LED solution that best fits the street on a *one for one* replacement basis. This street lighting enhancement scheme when completed will improve lighting conditions, road safety and the perception of safety in the Borough and moreover will significantly reduce energy costs.

The new lights provide a more concentrated or directional light than the previous low pressure sodium SOX lamps which had a much more noticeable wider spread of light; as a result there is less light pollution into homes and gardens by directing more light toward the road and pavement. The use of LED lamps will reduce breakdowns; providing a more reliable street lighting service, and are backed by a 20-year manufacturers warranty. The first phase investment works are now completed which also included the replacement of 700 life expired concrete columns.

Savings

The outsourcing to JMcCann Ltd of Street Lighting Services is expected to deliver net savings of £380k against the previous in-house delivery model, with the associated programme of upgrading existing lanterns to LEDs delivering a further £590k savings through a 60% reduction in energy consumption. The overall saving of £970k is expected to be delivered in full for the 2019/20 financial year, with the outsourcing saving delivered for 2017/18 and energy savings being delivered incrementally as the investment programme is progressed.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

Partnering Arrangements

Given the range, size and high profile nature of works contained within the contract, it was essential that the Contractor could demonstrate its ability to work effectively in partnership with the Council to deliver high quality services within budgets. The contract has a 'partnership' approach with a view to achieving year-on-year efficiency savings and service improvements.

To ensure we develop and maintain a close working relationship with the Contractor and their teams, and to encourage cross-team working/support with other highways service staff, office space at Harlington Road Depot was made available to the Contractor together with desk space at the Civic Centre. Weekly operational meetings, monthly contract meetings, and six-monthly meetings with senior management are held.

KPIs / Performance Management

A key benefit flowing from the partnering arrangement is the ability to manage performance through a measurable range of agreed KPIs throughout the life of the contract. These will include KPIs across the following areas:

- Operation of the contractor's quality management system;
- Adherence to programme;
- Financial completion and agreement of accounts;
- Attendance at emergency call-outs;
- Term service works;
- Customer care and responses to Member Enquiries.

Future Works and Priorities

After the initial investment works are completed the Contractor, in partnership with Highways, will develop annual programmes of works for both routine maintenance operations and future capital investments, a street lighting policy and asset management plan, and proposals for continuous service improvements utilising new technology and innovation.

The effective coordination and involvement of all parties in early decisions on new street lighting designs and town centre improvement schemes will be a key priority to deliver efficiencies and promote best value solutions based on cost, quality and sustainability.

Update on recommendations from 2009/10 review

Recommendations	Update
1-Networking and Information sharing	<ul style="list-style-type: none">• Regular attendance at LoLEG meetings by Officers to discuss topical and innovative street lighting issues with industry professionals.• Monthly meetings with new outsourced supplier.• Data for Londonwide key indicators being collated so street lighting performance with other boroughs can be directly compared.• New <i>Street Lighting Policy</i> being finalised for

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

	implementation 2019.
2-Notification of Ward Councillors	<ul style="list-style-type: none"> Local ward councillors to be notified of any new capital column installations or major upgrades to existing lighting in residential roads.
3-Publicity in raising public awareness	<ul style="list-style-type: none"> Regular articles in <i>Hillingdon People</i> for recent LED upgrades. FAQs on Council website include: <ul style="list-style-type: none"> <i>Report light not working</i> <i>Report street light on during the day</i> <i>Report trees obscuring lighting</i> <i>Request a lighting improvement</i>
4-Alerting residents of likely delays in repair	<ul style="list-style-type: none"> Target 5-day repairs for all street lighting faults. Response times monitored monthly as a Key Performance Indicator. Monthly night-scouting undertaken in all roads. Completion dates included in all ME and Onyx enquiries. If completion date not achieved a further update to be sent.
5-New technology and improved efficiency	<ul style="list-style-type: none"> LED Phase 1 completed boroughwide - 23700 lamps. All 700 concrete columns replaced boroughwide. <i>Symology</i> hand-held tablets introduced. New asset databases with condition data on all columns boroughwide now utilised.
6-That the Council work closely with Housing Associations	<ul style="list-style-type: none"> Proposals submitted for consideration and approval to upgrade all lighting in Council housing roads to LED. All lighting in roads to be adopted to be to current standards New <i>Street Lighting Policy</i> being finalised with clear specifications for Developers

Implications on related Council policies

Policy Overview Committees are at the heart of how the Council shapes policy at Member level.

How this report benefits Hillingdon residents

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

Financial Implications

None at this stage.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

Legal Implications

None at this stage.

BACKGROUND PAPERS

None at this stage.

This page is intentionally left blank

REVIEW - FIRST WITNESS SESSION

Committee name	Residents, Education and Environmental Services Policy Overview Committee
Officer reporting	Neil Fraser, Democratic Services Officer
Papers with report	Report of the Finance Manager
Ward	All

HEADLINES

As part of the Committee's review into reviewing user payment experience and modernisation across key resident service areas, key witnesses have been invited to present supporting information to the Committee.

Witnesses presenting evidence are:

Annette Reeves, Finance Manager
Roy Clark, Parking Services Manager
Paul Richards, Head of Green Spaces, Sport and Culture

RECOMMENDATIONS

That the Residents, Education and Environmental Services Policy Overview Committee notes and comments on the information presented as part of the witness session.

SUPPORTING INFORMATION

The agreed Terms of Reference for the review are set out below:

Terms of Reference

1. To establish the key / most used service areas under the Committee's remit to consider which resident payment areas to review;
2. To better understand the ways residents currently pay for such services;
3. To establish current resident user experience of paying for these services – particularly the convenience, ease and security of how they pay;
4. To gain useable evidence and insight about how residents may wish to pay for services in the future;

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

5. To understand the systems supporting resident payment methods and what plans the Council has to modernise and streamline technology in this regard and any potential for future savings arising from this;
6. To examine the spectrum of current and emerging digital developments in payment experience and technology in private and public sectors, that could be applied to more widely in local government to a) improve user experience and b) be even more efficient in business operations;
7. To make feasible recommendations to Cabinet from the Committee's findings to enhance the end-user experience paying for services by our residents.

Implications on related Council policies

Policy Overview Committees are at the heart of how the Council shapes policy at Member level.

How this report benefits Hillingdon residents

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

None at this stage.

Baseline information for Policy Committee Review

Committee name	Residents, Education & Environmental Services Policy Overview Committee
Officer reporting	Annette Reeves - Finance - Revenues and Benefits
Papers with report	Appendix A - Breakdown of payment methods Appendix B - Chip and Pin Sites Appendix C - Cash Collection Sites
Wards	All

HEADLINES

To provide payment data and baseline information to support the review of user payment experiences and modernisation across key resident service areas.

RECOMMENDATIONS:

That the Committee note the contents of the report.

SUPPORTING INFORMATION

Background

In 2010 the Council purchased a number of modules from CAPITA; an income management system, a cash receipting system and payment modules. The payment modules accept card payments online, via touchtone (automated telephone payments), via the contact centre and by chip and pin. These modules integrate with the CAPITA Income Management system which generates export files for the General ledger and other client systems. CAPITA is a payment service provider (PSP).

The CAPITA income management system provides for a large volume of income to be posted automatically into the general ledger and into client systems. It should be noted that for new payment systems, integration with the CAPITA modules would alleviate the need for additional back office processing.

A breakdown of method of payments for a sample of Resident Services is shown in Appendix A. A breakdown for the library service has not been included as currently it is only possible to pay by cash or cheque. Almost 100% of the card income for Planning is via their portal.

Card Processing

Residents can now pay for over 50 Council services by credit or debit card using varying methods; touchtone, internet, MOTO (over the phone), and chip and pin.

In addition, the Council accepts contactless payments (including Apple Pay) at 19 sites across the Borough (Appendix B). Contactless is now a mainstream way of paying, and is also rapidly expanding as a technology. Payments are becoming increasingly common not only on cards but also on wearable and mobile devices. Seven of these sites use stand alone chip and pin devices which are rented and which do not integrate with the Council's CAPITA modules, but which meet the service need. (The CAPITA paye.net solution is a slow option for cardholder present transactions). The average cost of a card payment is £0.50.

The Council is currently piloting a tablet EPOS (Electronic point of Sale) till solution in the Registrars' office. This solution integrates with the Council's CAPITA Income Management system and would be an alternative for the stand alone chip and pin devices.

The Council also uses other third party PSPs for Parking Penalty Notices, for online theatre ticket purchases and for Cedars and Grainges car parks pay on foot facility. These systems are not integrated with the CAPITA Income Management system. All the PSPs used by the Council are fully PCI DSS (Payment Card industry Data Security Standard) compliant. The Council uses a Qualified Security Assessor (QSA) to report its own PCIDSS compliance annually.

Some services provide for card payments through portals which connect to the CAPITA web payment page on the Council's website.

Cash and Cheque

The Council accepts cash and cheque at various sites across the Borough. Cash and cheques received at the Civic Centre are processed in the cashiers back office using the CAPITA cash receipting module. Outstations that bank cash and cheques complete online banking slips using CAPITA e-returns. The Council's security carrier contractor collects from 29 outstations and the Civic Centre (Appendix C). Cash collections currently cost £15 per collection (excludes car parking).

There is also a kiosk in the Civic Centre reception area at which residents can pay for Council Tax, Rates, Rents, Parking fines, Litter fines and Social Services debtors. The kiosk only accepts cash.

Payments Service by gov.uk

In a bid to standardise payment pages in the public sector, the government have launched their own payment platform which provides the software and part of the Payment Services Provider function. If this platform were to be used, the Council would still need to contract with a PSP and currently gov.uk do not integrate with CAPITA.

Chatbox

Members may wish to review Chatbox as a way of improving user payment experience. A chatbot is a computer program or an artificial intelligence which conducts a conversation via auditory or textual methods. Chatbots are typically used in dialog systems for various practical purposes including customer service or information acquisition.

Financial Implications

None.

Legal Implications

None.

BACKGROUND PAPERS

None.

BREAKDOWN OF PAYMENT METHODS

Appendix A

2017/2018	CASH & CHEQUE	CARD	LIBRARIES CASH	BACS	TOTAL
	£	£	£	£	£
PARKING SERVICES					
Car Parks - Pay and display	3,066,717	0	0	0	3,066,717
Parking Waiver	57,570	74,940	0	0	132,510
Resident Permits	36,114	151,412	58,390	0	245,915
ADULT LEARNING CENTRES	44,783	283,926	0	1,424,572	1,753,280
GOLF COURSES	318,934	362,454	0	0	681,388
RURAL ACTIVITIES GARDEN CENTRE	34,039	28,862	191	0	63,093
NEW YEARS GREEN LANE	0	650,903	0	0	650,903
PLANNING	997,973	764,838	0	1,345	1,764,156
BREAKSPEAR CREMATORIUM	1,823,635	205,082	0	377,603	2,406,320
STREET ENFORCEMENT (includes £25k cash paid into the kiosk)	45,466	173,079	0	0	218,545

Integrate with CAPITA:

Council Tax Reception
Breakspear Crematorium
Registrars
Hayes Early Years
South Ruislip Early Years
Uxbridge Early Years
Brookfield ALC
Harlington ALC
Ruislip Manor ALC
South Ruislip ALC

Stand alone terminals:

New Years Green Lane
RAGC
Ruislip Golf Course
Uxbridge Golf Course
Northwood Golf Course
Winston Churchill
Compass Theatre
Bunker Visitor Centre

Golf Courses

Ruislip Golf Course
Uxbridge Golf Course
Northwood Golf Course

Libraries

Hayes Library
Oak Farm Library
Eastcote Library
South Ruislip Library
Yiewsley Library
Manor Farm Library
Ruislip Manor Library
Harefield Library
Hayes End Library
Harlington Library
Ickenham Library
Charville Library
Northwood Hills Library
Northwood Library
West Drayton Library
Yeading Library
Uxbridge Library

Adult Learning Centres

Brookfield ALC
Harlington ALC
Ruislip Manor ALC
South Ruislip ALC

Other

Civic Centre
Compass Theatre
Rural Activities Garden Centre
Queenswalk Resource Centre
Breakspear Crematorium
Bunker Visitor Centre

CABINET FORWARD PLAN

Committee name	Residents, Education and Environmental Services Policy Overview Committee
Officer reporting	Neil Fraser, Democratic Services Officer
Papers with report	Appendix A – Forward Plan
Ward	All

HEADLINES

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

RECOMMENDATIONS

That the Residents, Education and Environmental Services Policy Overview Committee notes and comments on items going to Cabinet.

SUPPORTING INFORMATION

The latest published Forward Plan is attached.

Implications on related Council policies

Policy Overview Committees are at the heart of how the Council shapes policy at Member level.

How this report benefits Hillingdon residents

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

None at this stage.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

This page is intentionally left blank

Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public / Private Decision & reasons
SI = Standard Item each month Council Departments: RS = Residents Services SC = Social Care AD = Administration FD= Finance Cabinet - 27 September 2018									
252	Consultation Draft Third Local Implementation Plan and Annual Spending Submission 2019/20	Cabinet will consider the Council's various submissions to Transport for London for funding on local transport infrastructure projects for the ensuing financial year	All		Cllr Keith Burrows	RS – Alan Tilly			Public
262	Provision of Pesticide Residue Testing, Radiation Testing & Bacterial Testing	Cabinet will consider a contract for the provision of Pesticide Residue Testing, Radiation Testing & Bacterial Testing for the Imported Food Office based at Heathrow Airport, which the Council operates	Heathrow Villages		Cllr Douglas Mills	RS / FD - Nick Green / Allison Mayo		NEW	Private (3)

		on behalf of the UK Government as a Port Health Authority. This ensures a range of vital controls in place at the UK border to protect the wider public, environmental and animal health of the UK.							
264	Consideration of setting a Licensed Deficit Budget for two schools in the Borough	Cabinet will consider setting a Licensed Deficit for Holy Trinity CE Primary School and for Oakwood Secondary School during 2018/19.	Hillingdon East / Northwood		Cllr Jonathan Bianco & Cllr David Simmonds CBE	RS / FD - Dan Kennedy / Peter Malewicz		NEW	Public
Cabinet – Expected October 2018									
271	Car Parking Season Tickets Policy	Following an Ombudsman Finding, Cabinet Members will be asked to consider a revised policy for season tickets in Council owned car parks, including Terms and Conditions	All		Cllr Ray Puddifoot MBE / Keith Burrows	RS - Ian Anderson / Roy Clark		NEW	Public

		relating to use by car free developments.							
Cabinet – 13 December 2018									
272 a	The Council's Budget - Medium Term Financial Forecast 2019/20 - 2023/24 BUDGET & POLICY FRAMEWORK	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2019/20 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	21-Feb-2019	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers	NEW	Public

This page is intentionally left blank

RESIDENTS, EDUCATION AND ENVIRONMENTAL SERVICES POLICY OVERVIEW COMMITTEE - WORK PROGRAMME

Committee name	Residents, Education and Environmental Services Policy Overview Committee
Officer reporting	Neil Fraser, Chief Executive's Office
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

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

RECOMMENDATIONS

That the Residents, Education and Environmental Services Policy Overview Committee considers the report and agrees any amendments.

SUPPORTING INFORMATION

- The Committee's meetings will start at 7pm and the witnesses attending each of the meetings are generally representatives from external organisations, some of whom travel from outside of the Borough. The meeting dates for this municipal year are as follows:

Meetings	Room
27 June 2018	CR 6
19 July 2018	CR 6
04 September 2018	CR 6
08 October 2018	CR 6
05 November 2018	CR 6
22 January 2019	CR 5
26 February 2019	CR 6
21 March 2019	CR 6
16 April 2019	CR 6
June 2019 meeting	TBC
July 2019 meeting	TBC
September 2019 meeting	TBC
October 2019 meeting	TBC
November 2019 meeting	TBC
December 2019 meeting	TBC

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

Implications on related Council policies

Policy Overview Committees are at the heart of how the Council shapes policy at Member level.

How this report benefits Hillingdon residents

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

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

None at this stage.

Classification: Public

Residents, Education and Environmental Services Policy Overview Committee – 4 September 2018

This page is intentionally left blank