



HILLINGDON
LONDON



Social Care, Housing and Public Health Policy Overview Committee

Councillors on the Committee

Jane Palmer (Chairman)
Duncan Flynn (Vice-Chairman)
Judith Cooper
Alan Deville
Ian Edwards
Tony Eginton
Janet Gardner
Becky Haggar
Paula Rodrigues

Date: WEDNESDAY 16 JANUARY
2019

Time: 7.45 PM

Venue: COMMITTEE ROOM 4 -
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

**Meeting
Details:** Members of the Public and
Media are welcome to attend.

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Putting our residents first

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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 overview role outlined above in relation to the following matters:

1. Social care services for children, young persons and children with special needs
2. Oversee the Council’s Corporate Parenting responsibilities
3. Adoption and Fostering
4. Family Services
5. Adult Social Care
6. Older People’s Services
7. Care and support for people with physical disabilities, mental health problems and learning difficulties
8. Asylum Seekers
9. Local Authority Public Health services
10. Encouraging a fit and healthy lifestyle
11. Health Control Unit, Heathrow
12. Encouraging home ownership
13. Social and supported housing provision for local residents
14. Homelessness and housing needs
15. Home energy conservation
16. National Welfare and Benefits changes

Agenda

- 1 Apologies for Absence and to report the presence of any substitute Members
- 2 Declarations of Interest in matters coming before this meeting
- 3 To receive the minutes of the previous meeting 1 - 6
- 4 To confirm that the items of business marked as Part I will be considered in Public and that the items marked as Part II will be considered in Private
- 5 Major Review Witness Session 3 7 - 10
- 6 Social Care, Housing and Public Health Policy Overview Committee - 2016/17 Hospital Discharge Review Update TO FOLLOW
- 7 2019/20 Budget Proposals for Services Within the Remit Of Social Care, Housing and Public Health Policy Overview Committee 11 - 22
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Minutes

SOCIAL CARE, HOUSING AND PUBLIC HEALTH POLICY OVERVIEW COMMITTEE

28 November 2018

Meeting held at Committee Room 4
Civic Centre, High Street, Uxbridge

	<p>Committee Members Present: Councillors Jane Palmer (Chairman), Duncan Flynn (Vice-Chairman), Judith Cooper, Alan Deville, Ian Edwards, Tony Eginton, Janet Gardner, Becky Haggar and Paula Rodrigues</p> <p>LBH Officers Present: Mark Billings – Housing Manager, Debby Weller – Policy and Strategy Manager (Housing), Rod Smith – Service Manager – Tenancy Manager, Gary Collier – Health and Social Integration Manager and Anisha Teji – Democratic Services Officer</p>
44.	<p>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS (<i>Agenda Item 1</i>)</p> <p>There were no apologies for absence.</p>
45.	<p>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING (<i>Agenda Item 2</i>)</p> <p>Councillor Judith Cooper declared a non – pecuniary interest in agenda items 5 and 6 as she had a relative who would be applying for universal credit. She remained for the discussion of the items.</p> <p>Councillor Backy Haggar declared a non-pecuniary personal interest in agenda item 7 as it distantly related to matters involving Central North West London NHS Foundation Trust. She remained for the discussion of all items.</p>
46.	<p>TO RECEIVE THE MINUTES OF THE PREVIOUS MEETING (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That the minutes from the meeting on 28 November 2018 were approved as an accurate record.</p>
47.	<p>TO CONFIRM THAT THE ITEMS OF BUSINESS MARKED AS PART I WILL BE CONSIDERED IN PUBLIC AND THAT THE ITEMS MARKED AS PART II WILL BE CONSIDERED IN PRIVATE (<i>Agenda Item 4</i>)</p> <p>It was confirmed that there were no Part II items and that all business would therefore be conducted in public.</p>

48. **COMMITTEE REVIEW - WITNESS SESSION 3 UNIVERSAL CREDIT AND OTHER WELFARE BENEFIT CHANGES** (*Agenda Item 5*)

The Council's approach in its capacity as landlord

Rod Smith, Service Manager – Tenancy Manager introduced the report and provided an oral summary of the key points. Mr Smith also provided the Committee with some updated figures in relation to appendix 4 universal credit (UC) performance and activity measures.

It was reported that UC presented two main risks to the Council in its capacity as a local authority landlord:

- 1) higher levels of rent arrears; and
- 2) as a result for the higher level of rent arrears, a higher number of evictions.

In summary, the Committee was informed that UC was one of a number of risk factors which needed to be effectively managed by the Council to maximise its income stream and the potential for long term tenancy sustainment.

Members commented that it was an excellent and outstanding report that provided detail information. It was clear after reading the report what action needed to be undertaken by the Council.

During Member questions, it was confirmed that full roll out of UC was on 24 October 2018. Two postcodes had been rolled out in July 2018. In relation to people on UC since 24 October 2018, 25 % had not been paid. This was not expected to stay at this rate as it was primarily due to waiting period.

Members were concerned about the enormity of the impacts of preparation on staff dealing with claimants transferring to UC. Members were mindful of the services transforming in to a mini social services and queried whether staff had the appropriate training and experience to deal with increased caseloads. Mr Smith explained that it was important for staff to also be taken on to the journey, and tools and training provided for claimants was also mirrored in staff. The Council was keen to shift the mind-set and culture and wished to empower staff. It was important to train officers cross the whole organisation so that everyone could provide advice on UC. Officers also confirmed that resourcing at this stage was adequate, but further resource would be provided by way of UC migration officers.

Members queried how officers were dealing with vulnerable claimants and whether these claimants understood the process. It was explained that generally speaking, from officer experience, claimants tended to have a basic understanding of UC. There was support available, regular risk assessments and the verifications process highlighted any causes for concerns. If concerns were highlighted during the verification process, then officers would be allocated to claimants that needed help.

Members noted the different categories on the UC risk assessment form and considered the categories to not be clear cut. Members were concerned about claimants that fell in one but not all of the different categories, however officers assured Members that verification process allowed officers to properly assess claimants. Communication was key in this instance.

It was noted during Member questions that before projecting the end journey picture, officers were keen to get an idea on numbers and case work to allow them to work with

finance to model projections. Officers explained that a model was necessary to start looking forward and identify a new scale of risk.

Further to witness session 1, Members were still concerned about IT literacy and claimants being able to use computers to complete forms. Officers confirmed that this would be picked up during risk assessments.

Preparatory work being undertaken

Debby Weller, Policy and Strategy Manager outlined the preparatory work being undertaken to support the roll out of UC. She provided an oral summary of the report.

Members noted the key points:

- A UC Project Group had been created to facilitate an integrated response to challenges posed by the roll out of UC. It had a variety of members ranging from Hillingdon officers, to key partners such as JCP and CAB.
- The UC Project Review Group had developed a plan within the following work streams - resources; processes and procedures; communications (internal and external); training; and system support and customer insight.
- A risk log was maintained covering items such as council tax arrears, impact on call centre volumes and increase level of debts.
- Since April 2018, 36 UC claimants had sought housing advice from the homelessness prevention team; 21 were single people and 18 of these had a support need.
- There had been a number of changes to the roll out of UC as detailed in the report.
- Statistics showed that out of 905 UC claimants in Hillingdon – 325 were in employment and 579 were not in employment.
- There had been a focus on training housing officers and officers across the Council, to raise awareness of UC and what was expected of them.
- There had also been a focus on external partnership working. There are Council link officers in place for the Credit Union and the Citizens Advice Bureau to foster collaborative working and support vulnerable residents. Council officers had been working very closely with DWP at all stages of the process.
- The most recent Hillingdon Landlord Forum was held on 20 November 2018. Landlords themselves were able to apply for an alternative payment arrangement via the Gov.uk website. Other items discussed included issues regarding backdating of payments which is only allowable for 1 month under UC and had resulted in some difficulties, and delayed payments. Recent statistics show that 94% of claims were now being received on time.
- The Landlords Forum also heard from the Council's Welfare Reform and Tenancy Sustainment Manager about how the Council as a landlord had prepared for UC. This included using all contacts with tenants by officers to assist in identifying vulnerable tenants; encouraging tenants to pay a bit extra and build up a buffer; advising clients of the need for email addresses, bank accounts and access to computers; providing information on support available and how to access it. Information was provided on the Tier 1 and Tier 2 risk assessments used by DWP that assist in identifying vulnerabilities.

RESOLVED:

- 1) That officers be thanked for the report and their efforts.**
- 2) That the report be noted.**

49. **HOUSING ASSESSMENTS** (*Agenda Item 6*)

Mark Billings, Housing Manager presented the report detailing the homelessness assessments process at the London Borough of Hillingdon.

A summary of the key points raised are detailed below.

It was reported that housing authorities had a duty to carry out assessments in accordance with the Homelessness Reduction Act in all cases where an eligible applicant was threatened with homelessness or was actually homeless. Further, there was a duty to provide temporary accommodation during the relief duty if the client fell into a reasonable preference category. The Council had an online portal to register for assistance if a person was at risk of homelessness and once the form had been completed it would be allocated to the Council's housing advisors. There had been focus on trying to avoid people slipping through the net. There were a range of agencies that the Council often sign posted referrals too including Credit Union, Citizens Advice, P3 and Trinity.

Mr Billings informed the Committee that if a client approached the homelessness service due to domestic violence, the client would be assessed using the usual HRA assessments process. The Council collaborated with other councils in relation to domestic violence and was signed up to reciprocal agreements with other West London boroughs and on pan London basis. If refuge placements needed to be provided, this would be handled via the national domestic violence helpline to ensure a safe and suitable placement. Overall, the Council had dedicated staff for dealing with domestic abuse and a comprehensive strategy in place.

Hillingdon as a whole was better at identifying rough sleepers. A Rough Sleeping Initiative had been introduced which includes regular searches at Heathrow Airport and in other parts of the Borough to identify homeless people and try to help them. Since the introduction of the project 25 rough sleepers had been taken off the streets. The project was worth around £400k but produced a lot of positive results.

Members commented that this was a useful and detailed report. Members were delighted to see domestic violence being mentioned, monitored and taken seriously.

During Members questions, it was noted that London Heathrow Airport (LHR) was the home to a majority of rough sleepers. Members queried whether the Council was taking any action to put any action on LHR for allowing this. It was reported that LHR was like its own village and there were roughly 40 -50 rough sleepers every night. This had been feedback to LHR and there had been some discussions. Mr Billings confirmed that they were looking at trends and apply pressure to Heathrow.

It was noted that the police's approach was to leave the rough sleepers unless they were being disruptive. It was further noted that many rough sleepers were not residents of Hillingdon. However, Mr Billings explained that if it was possible, the outreach team would look into reconnecting the non-resident rough sleepers to their local areas. The initiative had only been introduced in early September 2018 and it was just getting started.

Members considered housing 25 rough sleepers was amazing, however queried whether the forecast of numbers was expected to increase. Mr Billings confirmed that it depended on individual circumstances, as some rough sleepers did not want to be homed. Work was being undertaken by the Salvation Army.

Members questioned the sustainability of the intervention project. It was confirmed that with the current resourcing level, it was sustainable, spending was provided from central government. Even when the funding stopped there was still an expectation for the service to be delivered in line with HRA.

It was noted that Trinity and Heathrow Travel Care had both been fantastic services.

Members raised concerns about CAB that were not always helpful in signposting people. Members questioned whether more could be done as CABs had a duty of care towards people and whether this could be challenged. Mr Billings confirmed that this had been a great year for partnership working.

RESOLVED:

- 1) Thanked officers for the comprehensive detailed report.**
- 2) Noted and welcomed the useful report, particularly in reference to domestic violence.**

50. **BETTER CARE FUND PLAN - UPDATE** (*Agenda Item 7*)

Gary Collier, Health and Social Care Integration Manager, introduced the report on the Better Care Fund Plan and provided an oral summary of the key highlights.

The Better Care Fund Plan is a government initiative introduced in 2014/15 intended to improve efficiency and effectiveness in the provision of health and care through closer integration between health and social care. The primary focus of the 2017/19 plan was on older people (people aged 65 or over). In summary, Mr Collier provided the Committee with details on the progress on delivery of the plan in 2018/19. He highlighted the good work being done as well as some of the challenges. One of the key challenges identified was maintaining workforce stability in a high employment area.

Members commented that it was a great report and it was clear to see how much hard work had gone into the initiative. Members were pleased with the work that had been completed thus far.

Members queried the reason for emergency admissions from care homes not being on track. Mr Collier referred to the considerable amount of work being undertaken by partners to support care homes but added that 13 care homes in Hillingdon had seen a change of manager during the period covered by the report, which was a significant factor contributing to instability. There had also been an expansion of three care homes within a short space of time.

Members requested further information in relation to emergency admission targets, delayed transfers of care and percentage of people aged 65 and over still at home 91 days after discharge from hospital to reablement.

Members raised concerns in relation to the NHS being available seven days and that local targets were not being achieved. It was noted that a seven day NHS was a national policy priority in order to ensure that the quality of care did not decrease at weekends. The Committee was informed that there were a number of dependencies to seven day working being delivered and this included having the necessary infrastructure in place within the Hospital, which was being addressed. Members were advised that there would be appropriate alignment of social care resources to support the Hospital once this was in place.

	<p>RESOLVED:</p> <p>1) That officers be applauded for their positive work and great report. 2) That the report be noted.</p>
51.	<p>CABINET FORWARD PLAN (<i>Agenda Item 8</i>)</p> <p>RESOLVED: That the forward plan be noted.</p>
52.	<p>WORK PROGRAMME (<i>Agenda Item 9</i>)</p> <p>RESOLVED: That the work programme be noted.</p>
	<p>The meeting, which commenced at 7.00 pm, closed at 8.36 pm.</p>

These are the minutes of the above meeting. For more information on any of the resolutions please contact Anisha Teji on 01895 277655. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

COMMITTEE REVIEW - WITNESS SESSION 3 UNIVERSAL CREDIT AND OTHER WELFARE BENEFIT CHANGES

Committee name	Social Care, Housing and Public Health Policy Overview Committee
Officer reporting	Anisha Teji, Democratic Services Officer
Papers with report	Universal Credit: The Council's approach in its capacity as Landlord
Ward	All

HEADLINES

As part of the Committee's review into Universal Credit and other welfare benefit changes and how the Council can support residents through the transition to, and future successful management of, their Universal Credit (UC) claims, the following witnesses has been invited to present supporting information to the Committee:

- Giles Strachan – Uxbridge College Partnership Manager
- Heather Brown – Citizens Advice Bureau
- Nigel Gee – MIND

This will be the fourth witness session, focusing on voluntary sector partners.

RECOMMENDATION

That the Social Care, Housing and Public Health 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 understand the impact that the introduction of the full UC service has had in areas where it has been rolled out. To include the cumulative impact of the introduction of UC and other welfare benefit changes.
2. To understand the impact that UC, alongside other welfare benefit changes, is having and is expected to have on local residents in Hillingdon and on the income and costs of the Council, housing associations and other local organisations.
3. To examine how the Council services, housing associations and voluntary groups are supporting residents to transition to UC and manage their claims.

4. To make practical, prudent recommendations to Cabinet (and other bodies if applicable) from the Committee's findings to support residents transitioning to UC and to manage their claims.

Witness session 1

At the meeting on 26 September 2018, the Committee heard from Debby Weller, Policy and Strategy Manager (Housing) and had regard to her information report entitled 'Universal Credit: Understanding universal credit and the claimant journey'.

The Committee also heard from Inderpal Mudhar, a representative from the Department of Work and Pensions.

Witness session 2

At the meeting on 17 October 2018, the Committee heard from Ellen Salkeld, Income Manager at Catalyst and Stuart Coleman – Head of Housing Management at The Barnet Group.

Witness session 3

At the meeting on 28 November 2018, the Committee heard from Mr Rod Smith - Tenancy Management Team - Service Manager and Mr Mark Billings - Homelessness - Housing Manager. The Committee had regard to the two detailed reports provided by both witnesses.

Site Visit

On 5 December 2018, some Members visited the Job Centre Plus in Uxbridge to see in practice what the JCP offered claimants in terms of processing UC applications.

Members met with the Customer Lead Manager for Hayes and Uxbridge and the Partnership Manager for The Department of Work and Pensions. Members were provided with an in-depth explanation of the processes in places, current challenges, and how the JCP was working with partner organisations to support claimants making UC claims. Both JCP representatives highlighted that staff underwent regular training to deal with different claimants and how to best support them. Further, Members were advised that mental health training was compulsory for all staff. Members were also assured that vulnerable claimants were signposted to appropriate organisations if support was required.

Members observed the areas where claimants made applications and noted that the environment was quiet and welcoming. There were a number of members of staff available to assist applicants.

Overall, Members found the site visit to be useful, the DWP representatives to be receptive and open to discussions. Members considered that the site visit was good opportunity to engage with partners and see the process in practice.

Implications on related Council policies

While much of this topic is set nationally set, for any changes locally, the role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

How this report benefits Hillingdon residents

Policy Overview Committees directly engage residents and external partners in the work they do.

Financial Implications

These are primarily for residents claiming UC, as set out in the background papers.

Legal Implications

The primary legislation relating to Universal Credit is the Welfare Reform Act 2012, with further regulations following thereafter.

BACKGROUND PAPERS

Scoping Report

Previous Committee papers on the review published on the Council's website.

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2019/20 BUDGET PROPOSALS FOR SERVICES WITHIN THE REMIT OF SOCIAL CARE, HOUSING AND PUBLIC HEALTH POLICY OVERVIEW COMMITTEE

Committee name	Social Care, Housing and Public Health Policy Overview Committee
Officer reporting	Iain Watters, Financial Planning Manager Peter Malewicz, Finance Manager
Papers with report	None
Ward	All

HEADLINES

1. To comply with the Budget and Policy Framework procedure rules as part of the agreed consultation process for the General Fund and Housing Revenue Account budgets, alongside the Council's Capital Programme, this report sets out the draft revenue budget and Capital Programme for the services within the remit of the Social Care, Housing and Public Health Policy Overview Committee, along with indicative projections for the following four years. Following consideration by Cabinet on 13 December 2018, these proposals are now under consultation, and the proposals for each Group are being discussed at the January cycle of Policy Overview Committees.
2. Cabinet will next consider the budget proposals on 14 February 2019, and the report will include comments received from Policy Overview Committees. At the meeting on 14 February 2019 Cabinet will make recommendations to full Council regarding the budget and Council Tax levels for 2019/20, who will meet to agree the budgets and Council Tax for 2019/20 on 21 February 2019.
3. The Committee needs to consider the budget proposals as they relate to the Social Care Group and to the relevant service areas within the Resident Services Group, but within the corporate context and the constraints applying as a result of the aggregate financial position of the authority.

RECOMMENDATION

4. **That the Committee notes the budget projections contained in the report and comments as appropriate on the combined budget proposals put forward by the Social Care Group and to the relevant service areas within the Resident Services Group, within the context of the corporate budgetary position.**

INFORMATION

Background

5. The Council continues to operate within the constraints of Government's deficit reduction programme, which has seen a sweeping reduction in central government funding since 2010/11 and is set to continue until at least the end of the decade. Alongside this reduction in funding, continuing demographic and demand pressures and a return to an inflationary environment over the medium term will necessitate delivery of further substantial savings. The draft budget presented to Cabinet in December 2018 quantified the financial challenge faced by the Council, and outlined an approach to meeting this challenge whilst continuing to 'Put Residents First'.
6. The report to Cabinet on development of the Council's 2019/20 budget, which is presented in the context of a challenging medium term outlook requiring total savings of £48,155k over the four years to 2022/23. Budget proposals for 2019/20 include a thirteenth successive Council Tax freeze for over 65s and a fourth year of avoiding implementation of the Social Care Precept, which can be delivered while maintaining frontline services through a £7,776k release from General Balances and a 2.4% increase in Council Tax. This uplift in Council Tax has been limited to 90% of the average 2018/19 increases for households in the neighbouring boroughs of Ealing, Harrow and Hounslow, and equates to £26.71 per annum or £0.51 pence per week for a Band D household.
7. Groups have been developing savings proposals to meet this externally driven budget gap and respond to increases in cost pressures. In addition to this work across directorates, a comprehensive review of the corporate elements of the budget has been undertaken since February, capturing funding, inflation and capital financing. During the early summer and again in the autumn, a series of challenge sessions were held to affirm the budget position. Each session followed a similar format reviewing:
 - The 2017/18 outturn, particularly any on-going issues arising.
 - The current position in 2018/19 - both monitoring and savings delivery.
 - Existing and emerging pressures which need to be addressed in the 2019/20 budget and forecasts for future years.
 - Progress on the development of savings proposals for 2019/20 and beyond.
 - Identification of any potential growth or invest-to-save bids.
 - Capital programme requirements.

8. The consultation budget represents the combined outputs from these sessions, with £6,358k savings proposals alongside a £7,776k release from General Balances enabling delivery of a budget without recourse to reductions in service levels or levying the Social Care precept while freezing Council Tax for the over 65s for a thirteenth successive year in 2019/20.
9. The Council's budget was presented to Cabinet in the context of a challenging medium term outlook requiring total savings of £48,155k over the four years to 2022/23, this position includes an assumed increase of Government funding of £10,000k over the four year period, but there remains a level of uncertainty due to Brexit and the upcoming Fair Funding Review.
10. Funding strategy is offset by a proposed increase in Council Tax at 2.4% in 2019/20, and indicative inflationary uplifts of 2.99% on Council Tax from 2020/21 securing £13,766k additional income. In addition to this identified savings deliver a further £6,366k and planned use of general balances leave £27,973k of savings to be identified over the next three budget cycles.

Table 1: Draft Budget Strategy 2019/20 to 2022/23

	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
Underlying Savings Requirement	15,868	14,439	9,213	8,635	48,155
Proposed Council Tax Increase	(2,684)	(3,509)	(3,689)	(3,884)	(13,766)
Current Savings Proposals	(6,358)	13	(20)	(1)	(6,366)
Savings to be identified	0	(13,719)	(8,504)	(5,750)	(27,973)
Unwind call on General Balances	950	7,776	5,000	2,000	N/A
In-year Call on General Balances	(7,776)	(5,000)	(2,000)	(1,000)	(15,776)
Closing General Balances	(31,836)	(26,836)	(24,836)	(23,836)	N/A

The Budget and Policy Framework Rules

11. The consultation on the budget proposals commenced on 14 December 2018 following decisions taken by Cabinet on 13 December 2018.
12. There will be a further consideration by Cabinet of the budget proposals on 14 February 2019, including comments from Policy Overview Committees. These will be collated and reported back to Cabinet by the Corporate Services, Commerce and Communities Policy Overview Committee. Council will be requested to approve the Cabinet's proposals on 21 February 2019, and if approved without further amendment they will be effective immediately.

Corporate Summary

Classification: Public

Social Care, Housing and Public Health Policy Overview Committee - 16 Jan 2019

13. While the focus of the discussion for the Policy Overview Committee should be the specific services within its remit, it is important that this discussion is conducted in the context of the overall corporate financial position. The Council's financial performance during 2018/19 remains strong, with an underspend of £241k projected across revenue budgets as at September (Month 7) and £8,805k of the £10,655k savings programme either already banked or on track for delivery within the financial year. The remaining £2,213k remain on track to be delivered in full in future years.
14. The budget proposals included in this report represents the Cabinet's budget strategy for 2019/20. Revenue budget proposals have been developed to deliver a zero increase in Council Tax for 65s and over for 2019/20, avoid implementation of the Social Care Precept, maintain balances and reserves at well above the minimum recommended level and continue to protect frontline services. The final funding settlement for 2019/20 and confirmation of a number of levies payable to other public authorities will not be confirmed until early 2019, however no material movements are expected and it is expected that variations will be managed through flexing the planned use of General Balances.
15. Recurrent funding available to support the budget requirement is projected to total £213,671k in 2019/20, inclusive of £2,684k additional income linked to the proposed 2.4% increase in Council Tax to protect front line services for residents. This recurrent funding is supplemented by £15,466k of one-off funding including £6,600k additional income from the London Business Rates Pilot Pool and a £7,776k release from General Balances to support the £229,137k projected cost of delivering services in 2019/20.
16. The Council's draft budget strategy is to align the profile of budget proposals to deliver a budget for 2019/20, while maintaining unallocated reserves between £15,000k and £32,000k. The development of £5,077k savings proposals and £1,281k initiatives to contain growth in demand-led Contingency budgets - primarily through contract renewals and securing additional contributions from health partners - are sufficient to reduce the budget gap to £7,776k, which it is proposed to cover through the drawdown from General Reserves, as detailed in Table 2 below.

Table 2: Budget Requirement

	Movement from 2018/19 £'000	2019/20 Budget Requirement £'000
Recurrent Funding	(2,296)	(213,671)
One-Off Funding (less use of General Balances)	1,271	(7,690)
Total Resources	(1,025)	(221,361)
Roll Forward Budget		220,336
Inflation	7,473	
Corporate Items	949	
Contingency (Service Pressures)	5,875	
Priority Growth	862	15,159
Gross Budget Requirement		235,495
Savings Requirement		14,134
Contingency (Management Action)	(1,281)	
Savings	(5,077)	(6,358)
Net Budget Requirement		229,137
Budget Gap		7,776
Planned Use of General Balances		7,776

17. This draft budget includes £862k new funding for Priority Growth items, which together with £20k of brought forward resources will support £632k specific initiatives and £250k unallocated growth available to meet emerging requirements. Specific growth proposals include £34k for a Freedom of Information and Subject Access Requests officer, £188k towards an enhanced CCTV / Community Safety offer, a £250k increase in Ruislip Lido budgets to maintain the current service offer, an increase in Voluntary Sector Grants of £100k and £60k for a new Domestic Violence post.

18. An update on the Council's capital programme is also presented in this report, with £448,812k of planned investment in local infrastructure over the period 2018/19 to 2023/24. This includes a new swimming pool in the Yiewsley / West Drayton area, a major programme of investment in the borough's highways and reprovision of the Hillingdon Outdoor Activity Centre in response to High Speed 2. Financing costs associated with implementation of this programme are the principal driver behind the £949k Corporate Items.

2019/20 GROUP BUDGET PROPOSALS

19. Budget proposals relating to services within the remit of Social Care, Housing and Public Health Policy Overview Committee are presented below, with headline operating budgets for the relevant services outlined in Table 3. In addition to these base budgets to support services, more volatile or demand-led areas of activity are managed through Development and Risk Contingency - with latest projections for 2019/20 expanded upon in the following sections of this report.

Table 3: Group Budgets within Social Care, Housing and Public Health Policy Overview Committee Remit

	Residents Services	Social Care	Total
	£'000	£'000	£'000
Operating Budget 2018/19	18,026	113,700	131,726
Inflation	107	3,145	3,252
Corporate Items	0	0	0
Contingency	(664)	4,420	3,756
Priority Growth	0	0	0
Savings	(48)	(1,583)	(1,631)
Operating Budget 2019/20	17,421	119,682	137,103

Development & Risk Contingency

20. The following Contingency Items relate to services within the remit of Social Care, Housing and Public Health Policy overview Committee, providing £3,756k additional funding to meet the costs of service delivery in 2019/20 over and above operating budgets. This sum captures the impact of £1,281k management action to mitigate increases in costs where possible.

Service Pressures – Demographic Growth Items

- a. Support for Looked after Children (£3,273k provision, £2,870k growth from 2018/19) – During 2018/19 there has been a significant increase in the number of Looked after Children being supported by the Council, with 252 placements in August 2018 representing an increase of 31 on August 2017. This level of growth is anticipated to continue over the remainder of this financial year, which together with higher residential placement costs results in a £2,870k uplift in the previous contingency requirement.
- b. Support for Children with Disabilities (£1,017k provision, £650k growth from 2018/19) – Alongside Looked after Children, Children with Disabilities

continues to see growth in placement numbers necessitating a £650k uplift in the contingency requirement for 2019/20.

- c. Adult Social Care Placements (£2,987k provision, £1,223k growth from 2018/19) – An uplift in the cost of care placements is projected for 2019/20, reflecting underlying growth of 1.9% in the over 65 population and 1.3% in the population with moderate to severe learning difficulties. This underlying growth in demand is expected to translate into an additional £1,223k net expenditure on care placements as new working age clients transition into the service, with effective management of the front door and service delivery models continuing to support independence and avoiding any uplift in the cost of Older People’s Care placements.

Service Pressures – Risk Items

- d. Social Worker Agency (£571k provision, £294k increase from 2018/19) – The recruitment and retention of professional Social Work staff remains a challenge across the sector, which necessitates a reliance on agency staff with associated cost premiums. For 2019/20 it is projected that 25% of hard to fill posts will require agency cover at an additional cost of £571k, this represents an uplift from 2018/19 which assumed this could reduce to 10%.

Management Action

- e. Homelessness Prevention (£664k management action, £664k increase from 2018/19) – The Council has been successful in minimising reliance upon more expensive Bed and Breakfast accommodation during 2018/19, which in addition to the service benefits contributes towards a substantial reduction in the net cost of homeless prevention. In addition, continuing use of incentives to secure sustainable tenancies contributes towards this expected saving which will continue to be closely monitored into 2019/20.
- f. Social Worker Agency (£294k management action, £294k increase from 2018/19) – The Council is investigating alternative procurement routes for Social Work agency staff with indications that a lower premium could be secured through an alternative provider. Should this initiative prove successful, a reduction in cost of £294k is anticipated.
- g. Adult Social Care Placements (£1,049k management action, £323k increase from 2018/19) – Savings of £886k are expected to be delivered from the opening of the Council’s two new Extra Care sites at Grassy Meadows Court and Parkview, with £606k of this sum included in the 2018/19 budget and £260k full year effect in 2019/20. In addition to these savings from reduced reliance upon residential care packages, an additional £183k income is expected to be secured by aligning client contribution rates

for self-funders to the actual cost of care which was agreed by Cabinet in October 2018.

Savings

21. Savings proposals are focused on increased efficiency and effectiveness, rather than reduction in service provision, and fall into four broad themes; Service Transformation, Income Generation & Commercialisation and Zero Based Reviews.

- a. Service Transformation represents the majority of proposed savings, with items presented in this category ranging from the full year effect of previously implemented proposals, the implementation of agreed BID Reviews and the expected benefits arising from potential new BID Reviews.
- b. Income Generation & Commercialisation proposals include brought forward items for which plans are already in place, and proposed amendments to Fees and Charges discussed in the dedicated section below.
- c. Savings proposals from Zero Based Reviews represent budgets which have been identified as being surplus to requirements through the line-by-line review of outturn 2017/18 and similar exercises being undertaken by Finance.

22. The accompanying appendix to this report provides a full schedule of savings proposals within the Social Care, Housing and Public Health Policy Overview Committee remit, with proposals totalling £1,631k across the relevant service areas. An overview of this programme within each Group is outlined in the following paragraphs.

Residents Services

23. Savings proposals totalling £48k are presented for Residents Services in 2019/20, made up entirely from Zero Based Reviews.

Social Care

24. Across Social Care, savings proposals totalling £1,583k have been identified for 2019/20. Proposals include £430k service transformation savings, £1,198k income generation proposals linked to joint funding of packages by local health partners and a net £46k adverse movement from zero based budgeting as the benefits of the Troubled Families scheme decline.

Cross Cutting

25. Cross Cutting initiatives include a net £600k contribution from BID Reviews and Service Transformation activity to be undertaken during 2018/19 and 2019/20, including the initial outputs from a refreshed BID Programme. Alongside these reviews, the recently completed review of long-term vacant posts has identified £804k of zero based budgeting savings where posts can be deleted without impacting on service standards, £185k of which is within the remit of the Social Care, Housing and Public Health Policy Overview Committee. Net savings of £400k have been identified through Zero Based Budgeting activity across the Council.

Housing Revenue Account

26. Budget proposals for 2019/20 are based on the eighth full year of self-financing for the Housing Revenue Account. Under self-financing, the regulations maintain a ring-fence around the Council's provision of housing, the cost of which is fully supported by rental income.

27. This budget includes the 1% per annum reduction in rents up to 2019/20 and thereafter an increase of CPI+1% to reflect latest Government policy, whilst providing for substantial investment in new General Needs and Supported Living units. There is also no change to the HRA rent policy. The estimated impact of the High Value Voids levy proposal has been removed from the budget assumptions as the Government recently confirmed this would no longer be implemented.

28. The movement from the 2018/19 baseline to the 2019/20 budget requirement is summarised below, with rental income projections and budget requirement levels updated and refreshed. The budget includes a contribution to support in-year capital investment of £18,759k and £963k use of HRA General Balances. This planned use of balances reflects increased investment in new housing stock, and the underlying financial position of the HRA remains robust.

Table 12: HRA Budget Requirement

	£'000
<u>Funding Sources</u>	
Rental Income	56,132
Total Resources	56,132
Budget Requirement 2018/19	38,366
Inflation	313
Corporate Items	552
Development and Risk Contingency	(480)
Savings	(415)
Budget Requirement 2019/20	38,336
Contribution to Finance Capital Programme	18,759

Surplus / (Deficit)	(963)
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Rental & Other Income

29. Rental income projections have been fully refreshed to take account of revised estimates for the movement in the numbers of properties due to new builds, properties being sold under the RTB scheme and the Government's proposal to not implement the High Value Voids Levy, which may have necessitated sales to offset the Levy. This budget has been prepared on the assumption that the RTB sales remain at 60 per annum from 2019/20 to 2022/23.

Inflation

30. A net inflation provision of £313k is included in the 2019/20 budget. This relates to inflation of £464k on salary and operating costs and £151k inflation on charges to tenants and leaseholders.

Corporate Items

31. Movements contained within Corporate Items include changes in provision for capital financing costs, changes in balances and other presentational changes. The total movement of £552k shown in Appendix 10b consists of £538k realignment of budgets relating extra care housing management provision, council tax and NNDR on void properties; repairs and planned maintenance; and ICT, and the remaining £14k relates to a reduction in interest earned on reduced balances.

Development & Risk Contingency

32. The HRA budget includes contingency budgets totalling £1,260k to meet emerging risks and pressures during 2019/20. This budget has reduced by £480k from £1,740k to £1,260k. The budget has a notional future development provision of £180k; General Contingency £680k which includes housing zone costs of £500k; and £400k contingency for exceptional items over and above the £1,700k provision for doubtful debts. The latter has been reduced by £480k reflecting a review of the anticipated requirements and previous drawdowns.

Savings

33. A number of savings totalling £794k have been identified and built into the proposed budget, these include the saving from the outsourcing of the Telecare service, the majority of which is funded by the HRA of £327k per annum, a saving of £157k for a housing service efficiency review and £310k saving resulting from

the zero based budget review of the repairs and planned maintenance programmes.

2019/20 - 2023/24 CAPITAL PROGRAMME

34. The HRA Capital programme budget includes £65,421k for the other HRA programmes of work including provision for investment in existing housing stock of £55,565k, £9,515k of funding for major adaptations to properties, £260k for communal scooter stores and £81k for HRA technology and innovation. This level of provision reflects the latest programme of works proposals including inflation aligned to BCIS indices.

35. The capital programme contains provision of £159,729k to fund delivery of 428 new homes within the HRA over the period to 2023/24. These new build units will be financed from a combination of Capital Receipts from Right-to-Buy property sales retained under the 1:1 Replacement Agreement and non Right-to Buy receipts, direct revenue contributions from the HRA, GLA grant and borrowing.

Implications on related Council policies

Comments from the Committee will feed into the annual budget decision-making process to Cabinet and Council.

How this report benefits Hillingdon residents

None at this stage, pending any comments considered by Cabinet.

Financial Implications

This report has been prepared by Corporate Finance and financial implications are addressed throughout the report.

Legal Implications

None.

BACKGROUND PAPERS

THE COUNCIL'S BUDGET: MEDIUM TERM FINANCIAL FOECAST 2019/20 - 2023/24, presented to 13 December 2018 Cabinet Meeting

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SOCIAL CARE, HOUSING AND PUBLIC HEALTH POLICY OVERVIEW COMMITTEE - FORWARD PLAN

Committee name	Social Care, Housing and Public Health Policy Overview Committee
Officer reporting	Anisha Teji, Chief Executive's Office
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).

RECOMMENDATION

That the Social Care, Housing and Public Health 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

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

How this report benefits Hillingdon residents

Policy Overview Committees directly engage residents and external partners in the work they do.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

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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 or Private (with reason)
Cabinet meeting - 24 January 2019									
294	Award of contracts: supported living services for people with learning disabilities	Cabinet will be asked to agree an extension of the care and support contracts for a range of supported living services for people with learning disabilities to enable all of the Council's contracts for this type of service to be tendered at the same time.	All		Cllr Philip Corthorne	SC - Kate Kelly-Talbot / Gary Collier			Private (3)
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco	RS - Michael Patterson / Michele Wilcox			Private (3)
SI	Monthly Council Budget - monitoring report	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Jonathan Bianco	FD - Paul Whaymand			Public
Cabinet meeting - 14 February 2019									
303	Contract Extension - Void Property Repair Service Contract	Cabinet will be asked to consider extending the current contract with Axis Europe PLC to undertake the Void Property Repairs Service for an additional 12 months in accordance with options available within the contract.	All		Cllr Jonathan Bianco	RS / FD - Gary Penticost / Michael Breen		NEW	Private (3)
272 b	The Council's Budget - Medium Term Financial Forecast 2019/20 - 2023/24 BUDGET & POLICY FRAMEWORK	Following consultation, this report will set out the Cabinet's firm proposals for 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. Subject to Cabinet's decision, the budget will then be referred to full Council for approval.	All	Full Council on 21/02/2019	Cllr Ray Puddifoot MBE & Cllr Jonathan Bianco	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with		Public
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco	RS - Michael Patterson / Michele Wilcox			Private (3)
Cabinet meeting - 14 March 2019									
301	Tender for the Provision of Integrated Therapies for Children and Young People	To seek Cabinet approval to accept a tender to provide Integrated Therapies for Children and Young People, which includes speech and language therapy services for children with special educational needs.	All		Cllr David Simmonds CBE	SC / FD - Thomas Murphy / Suzie Shardow		NEW	Private (3)
SI	Quarterly Planning Obligations Monitoring report	Regular monitoring report with information about spending on section 106 (developer contribution) monies.	All		Cllr Keith Burrows	RS - Nicola Wyatt			Public
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco	RS - Michael Patterson / Michele Wilcox			Private (3)
Cabinet meeting - 18 April 2019									
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco	RS - Michael Patterson / Michele Wilcox		NEW	Private (3)

SI = Standard Item each month

Council Departments: RS = Residents Services SC = Social Care CEO = Chief Executive's Office FD= Finance

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SOCIAL CARE, HOUSING AND PUBLIC HEALTH POLICY OVERVIEW COMMITTEE - WORK PROGRAMME

Committee name	Social Care, Housing and Public Health Policy Overview Committee
Officer reporting	Anisha Teji, Chief Executive's Office
Papers with report	Appendix A – Work Programme
Ward	All

HEADLINES

To enable the Committee to track the progress of its work in 2018/2019 and forward plan its work for the current municipal year.

RECOMMENDATION

That the Social Care, Housing and Public Health Policy Overview Committee considers the report and agrees any amendments.

SUPPORTING INFORMATION

- The Committee's meetings tend to 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
13 June 2018, 7pm	CR 5
30 July 2018, 7pm	CR 4
26 September 2018, 7pm	CR 4
17 October 2018, 7pm	CR 4
28 November 2018, 7pm	CR 4
16 January 2019, 7.45pm	CR 4
7 February 2019, 7pm	CR 4
18 March 2019, 7pm	CR 4
11 April 2018, 7pm	CR 4
June 19 meeting, 7pm	TBC
July 19 meeting, 7pm	TBC
September 19 meeting, 7pm	TBC
October 19 meeting, 7pm	TBC
November 19 meeting, 7pm	TBC
December 19 meeting, 7pm	TBC

Implications on related Council policies

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

How this report benefits Hillingdon residents

Policy Overview Committees directly engage residents and external partners in the work they do.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

NIL.

Multi year work programme

Social Care, Housing & Public Health													
2018						2019							
Meeting Month	June	July	September	October	November	January	February	March	April	June	July	September	October
Date	13	30	26	17	28	16	7	18	11	TBC	TBC	TBC	TBC
REVIEW A: Universal Credit and other welfare benefit changes													
Topic selection / scoping stage	Agree topic	Scoping report											
Witness / evidence / consultation stage			Witness Session 1	Witness Session 2	Witness Session 3	Witness Session 4							
Findings, conclusions and recommendations							Findings						
Final review report agreement								Final Report					
Target Cabinet reporting										CABINET			
Post review monitoring													TBC
Title of Review B													
Topic selection / scoping stage													
Witness / evidence / consultation stage													
Findings, conclusions and recommendations													
Final review report agreement													
Target Cabinet reporting													
Post review monitoring													
Regular business items													
Mid year Budget Update		X											
Annual complaints & service update report				X							X		
Looked After Children Performance Data		X									X		
Annual LCSB (Children's Safeguarding Board report)			X								X		
Annual SAPB (Adults Safeguarding Board report)			X								X		
Quality and Capacity of the Community Mental Health Services in Hillingdon				X									X
Child & Adolescent Mental Health Services update				X									X
Cabinet's budget proposals for next financial year	X	X	X	X	X	X	X	X	X	X	X	X	X
Cabinet Forward Plan monitoring	X	X	X	X	X	X	X	X	X	X	X	X	X
Work Programme	X	X	X	X	X	X	X	X	X	X	X	X	X
One-off business items													
Introductory report on overview and scrutiny	X												
Presentation on the Council's corporate parenting role	X												
Information report on current housing policy	X												
Child Sexual Exploitation - update report		X											
Housing assessments					X								
Better Care Fund Plan					X								
Update on Telecare Line				X									
Update on the Carers Contract Report									X				
A presentation from the Children in Care Council							X						
Past review monitoring													
Early Intervention Service								X					
Hospital Discharges						X							
Stroke Prevention							X						
Loneliness and Social Isolation										X			
Internal use only													
Report deadline	4 June 2018	19 July 2018	14 September 2018	8 October 2018	19 November 2018	7 January 2019	29 January 2019	7 March 2019	2 April 2019	TBC	TBC	TBC	TBC
Agenda published	5 June 2018	20 July 2018	17 September 2018	9 October 2018	20 November 2018	8 January 2019	30 January 2019	8 March 2019	3 April 2019	TBC	TBC	TBC	TBC

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