A

Virtual Corporate Services, Commerce and Communities Policy Overview Committee

Councillors on the Committee

Richard Mills (Chairman)
Vanessa Hurhangee (Vice-Chairman)
Lindsay Bliss
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon (Opposition Lead)
Scott Farley
Wayne Bridges

Date: **THURSDAY, 4 MARCH 2021**

Time: **7.30 PM**

Venue: **VIRTUAL - LIVE ON THE COUNCIL'S YOUTUBE CHANNEL: HILLINGDON LONDON**

Meeting Details: Virtual

This agenda is available online at: www.hillingdon.gov.uk or use a smart phone camera and scan the code below:

Published: Wednesday, 24 February 2021
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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 policy overview role outlined above in relation to the following matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Climate Change
17. Energy use and carbon reduction
18. Health & Safety

Agenda

CHAIRMAN'S ANNOUNCEMENTS

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Minutes

Corporate Services, Commerce and Communities
Policy Overview Committee
Wednesday, 3 February 2021
Meeting held at VIRTUAL - Live on the Council's
YouTube channel: Hillingdon London

Published on: 24/2/21
Come into effect on: Immediately (or call-in date)

Members Present:
Councillors Richard Mills (Chairman)
Vanessa Hurhangee (Vice-Chairman)
Lindsay Bliss
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon (Opposition Lead)
Scott Farley
Wayne Bridges

Officers Present:
Kevin Byrne, Head of Health Integration and Voluntary Sector Partnerships
Liz Penny, Democratic Services Officer
Gary Penticost
Mike Talbot, Director of Corporate Resources and Services
Iain Watters, Financial Planning Manager

Also Present:
Angela Stangoe MBACP – Director and Head of Psychotherapeutic Services, Hillingdon Mind

39.   APOLOGIES FOR ABSENCE

There were no apologies for absence.

40.   DECLARATIONS OF INTEREST

Councillor Scott Farley declared a non-pecuniary interest in agenda item 6 as he had substituted at the REESPOC meeting at which this matter had been discussed. He remained in the meeting during the discussion of the item.

41.   MINUTES OF THE MEETING HELD ON 12 JANUARY 2021

Councillor Scott Farley noted the omission of Zubin Winter, Partnership Inspector, from the list of attendees. It was agreed that Democratic Services would amend the minutes accordingly.

RESOLVED: That the minutes of the meeting dated 12 January be agreed subject to the addition of Zubin Winter, Partnership Inspector, in the list of attendees.

42. EXCLUSION OF PRESS AND PUBLIC

It was agreed that items 1 – 9 were in Part I and would be considered in public. Item 10 was in Part II and would be considered in private.

43. REVIEW: VOLUNTARY SECTOR RESPONSE TO COVID-19 PANDEMIC

Angela Stangoe MBACP - Director and Head of Psychotherapeutic Services, Hillingdon Mind, was in attendance to present information regarding Hillingdon Mind's response to the Covid-19 pandemic.

Key points highlighted included:-

- All Hillingdon Mind's Counselling services had rapidly moved online in March 2020 - about a week before lockdown;
- The Mental Health Recovery Service had been particularly affected – all social activities and therapeutic group work had moved to telephone / online;
- A Mental Health Care Calling and Crisis Response Calling Service had been introduced in March 2020 – approximately 160 clients had been identified as high risk so were called regularly;
- A Food and Medicine Delivery Service had been introduced in March 2020;
- All staff had been provided with equipment to enable them to work from home;
- Over the last 9 months, demand for Counselling had increased by 157%, for Mental Health Support and Advice by 346% and requests for psychological support for Carers had increased by 150% - this had put huge pressure on the team which consisted of only 3.5 members of staff (including Angela). Approximately 100 volunteer counsellors had been assisting them;
- Additional funding had been secured from the CCG to provide 40 additional free counselling spaces for a period of 3 months and from the Big Lottery to provide free Key Worker Counselling for 20 clients. An application had been made to the Big Lottery and Postcode Lottery to use existing grant funds to address IT poverty, Food Poverty and Emergency funding for vulnerable clients. Members heard that 20 tablets had been purchased for clients and shopping done for those who were struggling to get food bank vouchers;
- Qualified bank staff had been recruited to run online activities;
- The current Group Schedule was entirely online with the exception of the Wellbeing Walk – the Committee heard that the online activities were going well and clients had adapted better than expected;
- The service had seen an increase in first time users for mild to moderate mental health issues. It had also witnessed an increase in suicide ideation within the Severe Mental Illness group and an increase in Safeguarding referrals to Social Services (from 1 or 2 per annum to 3 or 4 per quarter);
- In terms of future pressures, it was likely that the problems would persist once the pandemic was over. A potential recession would negatively impact mental health and a tsunami of mental health cases was expected. It would be

difficult to get clients to re-engage with GPs and encourage them to get vaccinated. It was anticipated that some clients would struggle with reconnection after lockdown. Projects were being considered to assist people with these challenges;

- Hillingdon Mind was considering a number of avenues to build capacity to meet demand – these included speaking to current funders CCG and LBH, applying to Big Lottery and City Bridge Trust for grants, discussing with CNWL innovative ways to deliver mental health services e.g. the One Stop Shop and developing Webinars to provide mental health advice.

Given the difficulties in organising Wellbeing Walks during lockdown, Members suggested that Mind could potentially link up with Hillingdon litter pickers. The Committee heard that this would be difficult given the specific needs of the clients who needed to be monitored closely to ensure they were safe.

Members enquired how the Council could assist. It was confirmed that Hillingdon Mind had met with Carla Canter, Voluntary Sector Development Officer, to discuss possible collaboration with other voluntary sector and community groups. Mental Health first aid courses were planned to enable people to spot the early signs of mental health issues since early intervention was key.

In response to Members' questions, it was confirmed that working virtually had been extremely challenging and staff were exhausted. Isolation tended to worsen mental health issues. It had been possible to successfully hold some events online such as quizzes but social groups worked much better in person. Members heard that 30 or 40 people could attend a social club whereas only 10 to 12 people could attend on Zoom. It was impossible to offer the same level of peer support online.

Councillors requested further clarification regarding the support offered to carers. It was confirmed that those caring for people with a mental health condition would often cope well but might seek support if the person went into crisis. Members heard that a Family Support Worker could offer practical help and a psychotherapist ran 1-2-1 sessions with the person in crisis and support groups for the carers. At present, Mind was not able to provide services for young people due to a lack of funding.

In response to further questions, Members were advised that there were currently two community projects funded by LBH – a Somali Outreach Project and an Asian Women's Project. It was acknowledged that there was often a stigma attached to mental health illness in some communities – it was particularly difficult to access the Somali community. The Committee heard that attempts had been made to reach out to imams who had been quite responsive initially but had failed to follow up on this.

Councillors enquired whether it would be possible for different Minds to work together. It was confirmed that this was not possible as each Mind worked independently within a geographical area as a separate franchise with a link to the Central one. In terms of funding, Members heard that Mind was funded through the CCG, the local authority or grant funding. No funding was received from the Central Mind. The Committee was informed that local Mind groups were currently collaborating in an attempt to encourage the CCG to fund services in an equitable way across boroughs rather than in a piecemeal fashion as previously.

Members suggested that an article in Hillingdon People would help to reach out to community groups and raise awareness of the services on offer. A recommendation regarding the promotion of the voluntary sector in relation to Covid was proposed.

Kevin Byrne, Head of Health Integration and Voluntary Sector Partnerships, informed the Committee that Carla Canter was already working on this. A small grant from Central Government had been made available to develop community engagement. Carla was developing online forums and this was going well. There had been lots of activity to promote the voluntary sector. Members heard that Hillingdon Mind was an integral part of H4All. The Integrated Care Partnership in the Borough consisted of the CCG, hospitals, CNWL, H4All, the GP Federation and voluntary sector Health Care providers. It was confirmed that CCGs were moving to a NW London model from April 2021. Members were advised that it would be possible to prepare an article for Hillingdon People to promote the services on offer though some services were already stretched and might struggle to meet further demand. Cabinet had agreed that Mind's grant would be increased going forward.

Members enquired how staff and volunteers working for Hillingdon Mind were supported. It was confirmed that staff were under immense pressure and often had to work late into the evenings to keep on top of the workload. Staff were offered counselling when needed. It had not been possible to run the usual team retreat due to the Covid pandemic. It was hoped that funding would be received to enable Hillingdon Mind to recruit 4 new members of staff.

Members heard that the Government was making additional funds available to support the mental health of children and young people. Mind had expressed an interest in working with the young people category. At the request of the Committee, it was agreed that Kevin Byrne would forward to Democratic Services links to reports which had been sent to the Health & Wellbeing Board regarding child and adolescent mental health services and early intervention work with young people.

The Committee was advised that Hillingdon Mind's website was under construction. It would hopefully be up and running by April 2021.

Members thanked Angela and all the staff and volunteers at Hillingdon Mind for their hard work during the pandemic to support local residents in very challenging circumstances.

Mike Talbot, Director – Corporate Resources and Services, introduced the report on the Voluntary Sector's Response to the Covid-19 pandemic in Hillingdon – from the Council's perspective.

Members heard that Mike had worked with Jean Palmer, the Deputy Chief Executive, and H4All to set up a Covid-19 Hub tasked with co-ordinating the delivery of food and medicine, arranging dog walking etc. Initially the plan had been for H4All to create a Hub with the support of the local authority. However, it had become clear that the charities lacked the infrastructure to enable them to do this effectively; H4All had 4 phone lines whereas the Council could commission a dedicated contact centre

with 20 members of staff. The Council also had the IT resources, purchasing cards and means of transportation readily available. It was therefore decided that the Council would run the Hub while the charities would co-ordinate volunteers and focus on their core charitable work. The situation had now changed and the work of the Hub had been referred in to voluntary partners – a partnership had been built with the local foodbanks.

Members enquired whether lessons had been learned and whether the voluntary sector was now better prepared. It was noted that the Council had increased its funding to voluntary organisations but this was not sustainable. The Committee heard that the Council had only been involved in the running of foodbanks but had not been involved in other services offered by the voluntary sector. Emergency grants had been distributed. It was confirmed that the Council had signed up to the London Funders' Pledge which had enabled partners to use their grant funding flexibly as they saw fit. It was also noted that H4All aspired to develop as an organisation that represented smaller local charities. A small grant had been made available to H4All to support this work. Councillors heard that this had been a challenging time for smaller charities in particular as the number of volunteers and donations had fallen dramatically during the Covid-19 pandemic. It was recognised that some charities needed to reinvent themselves and the Council and H4All were helping to facilitate that. The situation would be monitored going forward.

Members requested further clarification regarding the audit process. The Head of Health Integration and Voluntary Sector Partnerships confirmed that, as part of the core grant process, the Council had the right of audit and insisted on having sight of annual accounts. It was confirmed that the financial situation of all grant applicants was reviewed before going to Cabinet in December. Grant applicants were checked to ascertain if they were viable and sustainable concerns and the Council ensured it got maximum value from each grant allocated.

The Committee enquired whether new charities had been identified to feed into H4All. It was confirmed that officers would attempt to gain a thorough understanding of the voluntary sector organisations available with a view to working with them to communicate essential messages. In response to their questions, Members heard that H4All would have to demonstrate that they could represent the smaller groups. They would need to develop their capacity building and ability to develop and manage volunteers. The Council would support them in this; it would be a matter of working together to meet the needs of all local residents.

RESOLVED That the Committee:

1) **Noted the information provided in relation to the work of Hillingdon Mind during the pandemic;**
2) **Agreed that Kevin Byrne would forward to Democratic Services links to reports which had been sent to the Health & Wellbeing Board regarding child and adolescent mental health services and early intervention work with young people; and**
3) **Noted the update regarding the Council's input in respect of the Voluntary Sector's response to the pandemic.**

44.   POLICY OVERVIEW COMMITTEE COMMENTS ON CABINET'S BUDGET PROPOSALS FOR 2021/2022 FINANCIAL YEAR

RESOLVED That the Committee:

1) **Considered the formal comments on the Cabinet's budget proposals from the other two Policy Overview Committees;**
2) **Agreed its own final comments on the Cabinet's budget proposals for submission; and**
3) **Submitted a combined set of formal Policy Overview Committee comments to Cabinet for consideration.**

45.   HILLINGDON FIRST LIMITED

Iain Watters, Financial Planning Manager, introduced the report. Members heard that Hillingdon First Limited was the Council's wholly owned subsidiary housing development company. The company had been established in April 2018 to deliver high quality housing and generate a sustainable revenue stream for the Council. The Council was the sole shareholder and Cabinet Members on the Shareholder Committee oversaw operations. Key company decisions such as the commencement of projects and approval of the annual Business Plan were presented to the Shareholder Committee, alongside updates on performance and matters arising as necessary. Hillingdon First Ltd employed no staff directly and operated by buying in relevant support services as required – mainly from the Council.

The Committee was informed that the first project undertaken by Hillingdon First Ltd was underway – the construction for open market sale of 31 flats on the site adjacent to South Ruislip Library on Victoria Road, The project was nearing completion with practical completion having been achieved in January 2021 and reservations in place for 25 of the 31 units. The units were retailing at a higher price than expected. A pre-tax profit of circa £1m was expected.

Members heard that a second smaller development consisting of five houses at St Helen's Close, Cowley had been worked up within the business plan and a design and build contractor was currently being appointed. The scheme would launch by spring 2022. Surplus Council-owned sites previously used for Council services but no longer required were currently being used for development – 3rd party land was not being purchased. The Committee was advised that, to date, Hillingdon First Ltd had remained focused on safe in-borough residential development schemes as there was a lower level of risk. The Council was not materially reliant on this business to deliver core services – Hillingdon First Ltd was not the largest contributor to Council finances.

Members requested clarification as to the objectives of Hillingdon First. It was confirmed that the aim was to deliver high quality housing for Hillingdon residents and to generate a return to the Council.

Given the lack of housing stock and high rents in the Borough, Members enquired whether social housing would be included in future schemes. The Committee was informed that the South Ruislip units had been sold to local residents at discounted rates. The proposed development at St Helen's Close was very small therefore fell below the required threshold for affordable units. In future, affordable housing would be delivered on larger developments. It was anticipated that the Council would have first refusal on affordable units.

Members enquired how surplus land for development was determined. It was confirmed that the Strategic Property Governance Group identified redundant sites. Once declared surplus, the company would seek an independent valuation of the land and suggest an offer for the Council to consider. In response to further questions, the Committee heard that, in terms of safety standards, Hillingdon First Ltd drew on the expertise of the Council's inhouse teams. Relevant professionals oversaw all projects.

Councillors requested clarification regarding the number of future developments proposed. Members were advised that no specific goals had been set – a budget totalling £15m was available to Hillingdon First Ltd which could potentially deliver some 150 units; however, there were no firm plans as yet and potential sites for development would be considered on a case by case basis. No brown sites had been used to date. In terms of building control, the Financial Planning Manager agreed to check whether the Council's Building Control team was being utilised. Members heard that, to date, delivered schemes had been worked up through the planning process. For future developments, the Council would need to consider how to deliver the required percentage of affordable homes - Hillingdon First would identify a site and the split would decided in line with the Council's strategy. A joined approach was essential and the HRA would have first refusal on affordable units delivered.

It was confirmed that the money used to run Hillingdon First Ltd was the Council's general fund money; profits accrued to the general fund. Hillingdon First Ltd was a commercial enterprise but would be more profitable if it were a bona fide building company.

Members were informed that the St Helen's Close scheme was a former garage site; this could set a precedent in terms of options for smaller garage sites in the future. The fact that Hillingdon First Ltd had been able to step in on a smaller site such as this and make it financially viable was a good sign. It was noted that, since Hillingdon First Ltd was not a public sector organisation, it could work with a wider pool of contractors as this was not such a complex process.

In response to questions from Members, it was confirmed that Hillingdon First Ltd was not averse to the idea of developing units for rental which could offer a longer-term investment. Rentals would be at market value. It would not make financial sense to build units to sell to the HRA for use as affordable housing as the company would need to deliver a financial return. At the request of the Committee, the Financial Planning Manager agreed to investigate the wording which appear to suggest that purchasers did not have to live in Hillingdon.

Members were informed that a service level agreement was in place between Hillingdon First Ltd and the Council – no prioritisation issues were anticipated since employees had a responsibility to Hillingdon First but were employed by LBH.

In terms of other local authorities, the Committee heard that 70% – 80% of local authorities had a similar company in place (The Financial Planning Manager would check the statistics). There was a general move amongst local authorities to set up commercial operations. LBH was taking things slowly and was measured in its approach whereas some authorities were trying to run before they could walk. It was confirmed that LBH kept in touch with other local authorities to understand what they were doing.

RESOLVED That:

1) **The Committee noted the performance to date of Hillingdon First Limited;**
2) **The Financial Planning Manager check whether the Council's Building Control team was being utilised by Hillingdon First Ltd;**
3) **The Financial Planning Manager investigate the wording which appeared to suggest that purchasers did not have to live in Hillingdon; and**
4) **The Financial Planning Manager check what percentage of local authorities had a similar company.**

46. FORWARD PLAN

RESOLVED: That the Committee noted the Forward Plan.

47. WORK PROGRAMME 2020/2021

In terms of the Local Commerce, Employment, Skills & Job Creation past review delivery update planned for the March meeting, it was agreed that the Chairman would discuss this with Democratic Services in consultation with Nigel Cramb and James Rodger.

In respect of the Performance monitoring item scheduled for the March meeting, it was agreed that Democratic Services would investigate what should be reported on in terms of the performance monitoring of services (national indicators or other).

RESOLVED:

1) **That the Committee noted the Work Programme 2020/2021;**
2) **That the Chairman and Democratic Services liaise with Nigel Cramb and James Rodger re. the Local Commerce, Employment, Skills & Job Creation Past Review delivery update; and**
3) **That Democratic Services investigate the performance improvement monitoring of services to establish what should be reported on (national indicators or other).**

48. SAFETY OF COUNCIL-OWNED PROPERTIES AND BUILDINGS

The minutes to this item were declared as exempt from publication as they involve the disclosure of information in accordance with **paragraph 7** of Part 1 of the Schedule 12(A) to the Local Government Act 1972 (as amended) in that the report contains **Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime** and that the public interest in withholding the information outweighs the public interest in disclosing it.

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REVIEW D: THE VOLUNTARY SECTOR'S RESPONSE TO THE COVID-19 PANDEMIC IN HILLINGDON

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee

Officer reporting	Liz Penny, Democratic Services

Papers with report	Appendix A – Scoping Report Appendix B – Minutes from previous meetings

HEADLINES

For the Committee's information and to aid in the formulation of future recommendations arising from the review, attached as appendices are the review's original scoping report (Appendix A) and a timeline with the relevant minutes from the Committee's meetings (Appendix B). Members are asked to explore any early findings or ideas for possible future recommendations to form the basis of the Committee's report into the Voluntary Sector's response to the Covid-19 pandemic in Hillingdon.

RECOMMENDATION

That the Corporate Services, Commerce and Communities Policy Overview Committee:

1) **Note the Committee's review into the Voluntary Sector's response to the Covid-19 pandemic and explore findings and ideas for future recommendations arising from the review.**

SUPPORTING INFORMATION

<u>**Timeline of the review and minutes**</u>

For the Committee's information and to aid in the formulation of recommendations arising from the review, attached as appendices are the review's original scoping report (Appendix A) and the relevant minutes from the Committee's meetings (Appendix B).

Terms of Reference

The following Terms of Reference were noted for this review, subject to any changes agreed by the Committee:

1. *To consider how the voluntary and community sector (VCS) in Hillingdon was able to respond to needs of residents during the Covid-19 lockdown period.*

2. *To hear how the pandemic impacted on the VCS sector and its ability to deliver services, raise funds, and recruit volunteers.*

3. *To review how the Hillingdon Community Hub worked with the VCS to meet emergency needs.*

4. *To make any recommendations that would increase resilience of VCS to respond to any future lockdown or restrictions.*

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

NIL.

Corporate Services, Commerce & Communities Policy Overview (Scrutiny) Committee Review Scoping Report

The Voluntary Sector's Response to the Covid-19 Pandemic in Hillingdon

1. REVIEW OBJECTIVES

Aim and background to review

The Covid-19 pandemic has been the single largest challenge faced by both national and local governments for nearly a century, and, nationwide, has led to the deaths of over 40,000 people. This review aims to understand how the voluntary sector and Council collaborated to respond to the challenges of the pandemic, and support residents during such a difficult time.

The review will hear from key witnesses on the response and consider how the voluntary sector and Council worked together to help residents, in particular the Borough's most vulnerable residents, during the pandemic.

At the meeting on 17 September 2020 it was agreed to further explore the voluntary sector's response to the pandemic as a potential review topic, and officers were requested to provide a scoping report that set out the guidelines and timelines to investigate the issue.

Terms of Reference

The following Terms of Reference are suggested for this review, subject to any changes agreed by the Committee:

1. *To consider how the voluntary and community sector (VCS) in Hillingdon was able to respond to needs of residents during the Covid-19 lockdown period.*

2. *To hear how the pandemic impacted on the VCS sector and its ability to deliver services, raise funds, and recruit volunteers.*

3. *To review how the Hillingdon Community Hub worked with the VCS to meet emergency needs.*

4. *To make any recommendations that would increase resilience of VCS to respond to any future lockdown or restrictions.*

2. INFORMATION AND ANALYSIS

Current context

A coordinated response to the Covid-19 pandemic was vital to help protect the most vulnerable residents in the Borough. The Council worked closely with local voluntary and community organisations to respond to such an unprecedented event.

Hillingdon is home to a vibrant and diverse voluntary and community sector. From more established and well-known charities, to the more local residents groups, from a wide range of faith venues, to sporting, cultural, youth and social groups. Hillingdon's communities demonstrated their support for key workers and the Borough saw neighbours, friends and families coming together to support each other at times of need, as people were required to shield and isolate.

This review will consider how the VCS was able to respond to needs of residents during the Covid-19 pandemic and better understand what were the successes of voluntary organisations when tackling this issue.

Key Information

The VCS generally was at the forefront of responding to the emerging and changing demands of the Covid-19 pandemic and was well placed to pick up issues on the ground and provide support. The sector was also impacted directly, as it saw loss of income due to reduced donations or fee income from activities. Volunteers were not always able to continue working, as they themselves required isolation. The sector has had to adjust and transform to continue to support local residents.

Early on in the process, the Council established the Hillingdon Community Hub in collaboration with Hillingdon 4 All (H4All) - the local consortium which brings together five of the main local charities (AgeUKHHB, Hillingdon Carers Trust, Harlington Hospice, Hillingdon MIND and DASH). The Hub also formed part of the pan-london

emergency response. It was widely promoted as the place to call in event of urgent need, should residents be required to shield or isolate.

Emergency food became one of the largest requests and the hub responded quickly with a bespoke paid-for shopping service, and with emergency food parcels, co-ordinated by the Council's Business Assurance Team. The Hub was seen by the Government as the provider of "last resort", where local needs should be met. Nationally, a free food parcel scheme was offered by the NHS to those who were designated as being extremely vulnerable to Covid and required to shield.

The Borough's foodbanks, faith groups and voluntary organisations also helped respond to many different needs during the pandemic, distributing food, prescriptions and checking on the people with "befriending" calls.

As lockdown requirements changed, the Council has worked closely with the two main established foodbanks in Hillingdon - the Hillingdon Foodbank and the UB7 Foodbank - to support them so that they have the resources and capacity to meet any increased need and to take referrals from the Hub. This has allowed the emergency food distribution elements of the Community Hub to be reduced and moved to a more sustainable model. This was taking place from September and will be kept under review.

In parallel to the process of emergency food distribution, the Community Hub and officers in social care received notification of some 15,000 residents deemed extremely vulnerable and required to shield. Whilst the NHS had offered free food to each, the Council also contacted every person in the shielded cohort to ensure that they had access to food, medication and any other support requirements. The Council invested in a new ICT system to record and monitor actions on each of these case records, and referrals were made via the Hub to H4All to respond to non-food issues, such as medication, befriending and dog walking.

The Council from contact with community groups that, post-lockdown, wider issues beyond immediate food needs are becoming more significant. There are reports of mental health services coming under increased pressure, and an upturn in reports of domestic abuse. Some of the pressures being felt by the VCS in Hillingdon will be hard to fully quantify, so it may be useful for the committee to hear directly from providers about their challenges, responses and plans.

The Committee will also be aware that the Council supports the Borough's VCS through a core grants programme of approximately £2m a year. Applications for the grants round for 2021/22 have been received and are being evaluated, with recommendations to go to Cabinet in December 2020.

Responsibilities

The Council's Covid-19 response was led by the Leader of the Council. The portfolio Cabinet Member responsible for the voluntary sector is Councillor Douglas Mills, Cabinet Member for Communities, Commerce and Regeneration.

Connected activity

Not applicable at this time.

Current intelligence, best practice and research

- Data collected through the Community Hub's response.
- Potential figures regarding the number of shielded contacts in the Borough.

Further information

Hillingdon Council Support for Vulnerable Residents, found at:
www.hilliingdon.gov.uk/community-support

Government COVID-19 Guidance for voluntary, community and social enterprise organisations, found at:
www.gov.uk/guidance/covid-19-guidance-for-voluntary-community-and-social-enterprise-organisations

Special Report to Cabinet detailing "Hillingdon Council's Reponse to Coronavirus", found at:
https://modgov.hillingdon.gov.uk/documents/s48342/Draft%20Cabinet%20Report%20-%20Hillingdons%20response%20to%20Coronavirus%203.pdf

3. EVIDENCE & ENQUIRY

Witness testimony

Lines of enquiry will need to be worked up in due course.

Potential witnesses, among others, could include:

- Testimony from LBH Officers; Mike Talbot and Kevin Byrne (and Tracey Bushell ??)
- Testimony from H4All; Julian Lloyd (Age UK) and Sally Chandler (Carers Trust)
- Testimony from local foodbanks; UB7 and Hillingdon Foodbanks
- Testimony from Mental Health Charities; Hillingdon MIND
- Testimony from other local charities involved with the response to the pandemic.

Members may wish to suggest alternative witnesses.

The Committee must also consider that witnesses may be constrained if external partners are required to deploy again to deal with the continuing pandemic. Written testimonies could also prove helpful in these cases.

Potential Consultation & Communications

To be confirmed.

4. REVIEW PLANNING & ASSESSMENT

As Policy Overview Committees now operate under a multi-year work programme, the Committee has scope to undertake a more detailed review.

It is advised that witnesses attend in themed sessions. Draft timeframes & milestones are set out below and can be extended or reduced as the Committee sees fit:

Meeting Date	Action	Purpose / Outcome
13 October 2020	Agree Scoping Report	Information and analysis
4 November 2020	Witness Session 1	Evidence & enquiry
12 January 2021	Witness Session 2	Evidence & enquiry
3 February 2021	Witness Session 3	Evidence & enquiry
4 March 2021	Draft Final Report	Proposals – agree recommendations and final draft report
6 April 2021	Cabinet - Consider Final Report	Agree recommendations and final report
December 2021	Monitoring of implementation of recommendations	

Specific meetings can be shortened or extended to suit the review topic and needs of the Committee

Financial assessment

This review is not expected to require a financial assessment at this stage.

Generally, Committees should seek to ensure any recommendations are cost-effective or save the Council money. However, any early findings or recommendations by the Committee which may result in a call on Council budgets should be discussed at the earliest opportunity by the Chairman, relevant Cabinet Member and Leader of the Council to assess viability.

Resource requirements

Not applicable at this stage.

Equalities impact

Not applicable at this stage.

CORPORATE SERVICES, COMMERCE & COMMUNITIES POLICY OVERVIEW COMMITTEE

The Voluntary Sector – Response to Covid-19 – Minutes from previous meetings

13/10/20	**REVIEW: VOLUNTARY SECTOR RESPONSE TO COVID-19 PANDEMIC** Members considered a draft scoping report that put forward an initial plan for the Committee's next review. The Head of Health Integration and Voluntary Sector Partnerships introduced the scoping report and stated that it provided a brief overview of the voluntary sector's response to the Covid-19 pandemic in Hillingdon, which would be expanded on in the future witness sessions. Members were informed that a review into the topic would not only look at the response to residents' needs, but also consider the impact the pandemic had on the voluntary sector. The Committee noted that a lot happened over a very quick period of time in response to the pandemic, but overall the Council and voluntary sector worked well together and received good feedback from residents. The head of Health Integration and Voluntary Sector Partnerships confirmed that the response to the pandemic may continue to be a challenge over the coming months, but there were a number of different witnesses who could be asked to attend the meeting and give evidence for the Committee. The Committee stated that the scoping report encompassed the Council and voluntary sector's response to the pandemic well and asked whether domestic violence charities would also be contacted as witnesses given the increase in domestic violence through lockdown. Officers confirmed that this could be considered to an extent, and it was agreed that the Committee would consider this concern and the response to it but may not require witnesses given the scope of the review. The Chairman noted that the Council's own response to the pandemic was also still ongoing, but the performance of its response would be considered further down the line. Members agreed that the response was so wide ranging it would fall outside the Committee's specific remit and the Council would likely be conducting a much larger review into this in the future. **RESOLVED: That the Committee agreed the scoping report and initiated a review into "The Voluntary Sector's Response to the Covid-19 Pandemic in Hillingdon".**
04/11/20	**REVIEW: VOLUNTARY SECTOR RESPONSE TO COVID-19 PANDEMIC** The Committee heard evidence on its review into "The Voluntary Sector's Response to the Covid-19 Pandemic in Hillingdon" from Julian Lloyd, Chief Executive Officer at Age UK, Hillingdon, Harrow and Brent, and Sally Chandler, Chief Executive at Carers Trust Hillingdon. Mr Lloyd noted that Age UK were one of the five larger charities in the Borough

that were part of Hillingdon 4 All (H4All), an organisation that expanded as a partnership to include a wider number of secondary partners and smaller charities. Nearly all of these individual charities found that their work was impacted by the Covid-19 pandemic, and resulted in them suspending their work, which in turn had an impact on the most vulnerable residents within the Borough.

The Committee heard that H4All, the NHS and Council rallied together in response to the pandemic to deal with the immediate needs of these vulnerable residents. This led to a focus on giving vulnerable residents and those residents shielding at home access to food and medicine. Mr Lloyd conceded it did take some time to get organised but began to work well to meet these needs with volunteers working non-stop to help.

Members were informed that food parcels and deliveries from the Middlesex Suite were organised very quickly, as were shopping services, and H4All were confirmed that people did not go without food. Since the lockdown in March, Mr Lloyd stated that this process had evolved and now calls from residents required more complex resolutions. Councillors heard that a lot of isolated or lonely residents had called, and there were concerns over older residents who were forced to stay at home, with limited human contact and, potentially, no internet access. This means that those residents could be considered more excluded from society than previously, and it could have a significant impact on their mental health and wellbeing, with low levels of depression and anxiety manifesting, as well as a deterioration in physical health due to not being able to go out as much as pre-Covid. Mr Lloyd stated that there was a concern for charities' client cohort over Christmas as we enter another lockdown period, and this would be a challenging time. There were concerns for the workforce too, as this would have an impact on the wellbeing of staff and volunteers, and while they were trying to support each other, it was not possible physically, which could lead to strains on the workforce.

Ms Chandler noted that larger charities drew-down a significant resource during the pandemic, not just on helping vulnerable residents, but also supporting youth education and from investing in their own IT to make working remotely a possibility. Members heard that charities were prepared for a second wave, but it would have an impact on funding in the sector, and smaller charities were at risk of disappearing without support.

The Committee was informed that charities had to ensure they coordinated their activity, and must look at the needs of the 13,000 residents who were shielding and consider who is most at risk. Responding to Members' questioning, Ms Chandler noted that a central organisation at the Council that could help to find grants or offer help to local charities would have been very beneficial, and although they were able to mentor emerging charities, the demand of needs meant all the groups could not be supported.

Members agreed with Mr Lloyd that competition in the voluntary sector would not be helpful at this time, and so collaboration was needed to develop and help other charities. The Committee noted that charities needed as much funding as possible, and asked H4All to relay any ideas that they had on how the Council could help them.

Ahead of the second national lockdown, the Committee questioned what the major learning points from the previous lockdown where, and how the approach

could be improved. Mr Lloyd noted that there were clear differences, and a range of scenario planning had taken place, with contingencies also in place. On this occasion, Mr Lloyd stated tht H4All ws not anticipating huge numbers of food parcel deliveries as the infrastructure was already in place to deal with this, although other issues, such as dog walking, would be helpful.

The Committee heard that charities were trying to increase the number of people online to prevent social isolation, and this was done through the provision of tablets and staff with PPE were able to help residents to use them.

Ms Chandler noted that staff morale was lower than the first lockdown, and volunteers and staff had to have difficult conversations with residents. Charities were providing training sessions for this, and also support on death counselling. It was noted that a lot of carers needed support, and charities were working to provide this to support their staff.

Responding to questioning from the Committee, Ms Chandler confirmed that charities were involved in looking at technology that could help monitor residents' health needs virtually, but noted that the infrastructure was not yet in place to provide this on a large scale and further information and support was required. It was noted that routine GP consultations were being considered as a remote meeting, but further technology was required for this. Ms Chandler stated there was considerable investment in health applications, and plans to find a way forward with the right systems in place.

With regards to combatting depression and social isolation over the Christmas period, Members heard that charities were delivering Christmas presents and hampers to help moods, and there were a range of social programmes in place to provide support for people in need. Mr Lloyd noted that roughly 5-6% of the population were digitally excluded, but this rose to 20-25% in older residents. Yearly, this figure decreases and will change over time, but the rollout of technology makes it easier to engage with residents, and it was important to find a hook for older residents that can be used to attract them to technology and help engage them.

Ms Chandler noted that, in addition to care calling, there had been some innovative ways to deal with social isolation, including pamper evenings that saw goods delivered to residents, and then an online meeting to tell residents how to use them. Additionally, language lessons had proved a good way to bring people together.

The Council's Head of Health Integration and Voluntary Sector Partnerships noted that the support was out there for residents, but it was important to re-engineer the approach due to what was happening, and the Council was looking to support capacity building to provide a certain level of governance.

Responding to the Committee, Ms Chandler noted that the organisation of the response to the pandemic with charities and the Council began with a call from the Leader of the Council, and continued with weekly calls with the Deputy Chief Executive and Lead Officers. Ms Chandler stated that the first couple of weeks were chaotic due to the volume of issues faced. One example was that staff were going to supermarkets to buy food for vulnerable residents, and then claiming the money back for these food parcels, but the Council was able to secure a relationship with local supermarkets to provide advanced deliveries of food.

Ms Chandler also stated that it was important to safeguard volunteers before using them, and this took some time to achieve. However, after the first couple of weeks, this process came together quickly and the hub was able to support those in need. The Council's Interim Director for Corporate Resources and Services noted that the Council and charities had different strengths, and the Council was able to redeploy staff quickly and build relationships.

The Committee heard that charities had a longstanding relationship with the Council and worked with the Council on a number of other projects, and that charities were pleased the Council turned to them immediately as it was the obvious partner to work with.

The Head of Health Integration and Voluntary Sector Partnerships confirmed that work was ongoing and the Council worked daily with Mr Lloyd, Ms Chandler and recipients of core grants. It was noted that while the initial response to the lockdown was chaotic, as organisations had a better idea of what the Government expected from Local Authorities in response to the pandemic, things began to improve.

Ms Chandler confirmed that there were plans to expand coverage to additional charities through the Health and Wellbeing Alliance, which included 45 groups. While five organisations have large portfolios, they do not cover every concern, so there was the need for wider collaboration with other groups and plans to expand are in the making. The Committee was informed that a program of support and psychotherapy was necessary for carers, and this was being piloted. Charities were awaiting feedback from carers to understand how helpful this had been.

Work was also taking place to tackle complex family situations, work with schools, and provide pastoral staff to support young people with educational help or laptops to allow them to learn at home. CAMHS provided a longstanding relationship with many families in the Borough, and they drew on these relationships to provide the support needed. Many young people were also struggling with bereavement, and it was important to mentor and support them during this time.

The Committee thanked Mr Lloyd and Ms Chandler for taking the time to speak to the Committee, and thanked them and their charities for all the work that had been done with local residents to help tackle the Covid-19 pandemic and resulting lockdown.

RESOLVED: That the witness evidence be noted.

12/01/21	**REVIEW: VOLUNTARY SECTOR RESPONSE TO COVID-19 PANDEMIC**

Diane Faichney, Yiewsley and West Drayton Foodbank Chair and Manager / Centre Director of Bell Farm Christian Centre and Tunde Balogun, Senior Pastor – Kingsborough Family Church – representing Hillingdon Foodbank were in attendance.

Diane Faichney addressed the Committee outlining the work of the Bell Farm Christian Centre foodbank during the pandemic. Key points highlighted included:

1) Bell Farm Christian Centre was a Church and registered charity. In the early 1990s they had started working in the local community where there was a lot of |

deprivation and unemployment. The Centre worked in partnership with the Council, the Police and other agencies to provide employment and training, toy libraries and children's work. The project had grown from there;

2) An advice centre called 'Doorway' had been set up approximately 20 years previously. This was similar to the Citizens Advice Bureau and provided advice on debt, housing etc;

3) The UB7 Foodbank had been launched in 2017 in conjunction with other churches in the area serving West Drayton, Yiewsley and Heathrow Villages;

4) An older person's dining centre provided weekly hot lunches for 80-100 elderly residents from the local area and organised events and holidays for them;

5) The Centre also ran parenting groups and holiday clubs;

6) During the pandemic, the Centre had adapted quickly to serve the local community. The foodbank and advice centre had remained open and were operating in a Covid secure manner. The foodbank operated at the door and telephone advice was offered to those in need of this service;

7) In terms of children's work, this had changed significantly during the pandemic as holiday clubs and toddler groups were no longer possible. The Centre had worked closely with Hasbro who had donated hundreds of toys and crafts. The Centre had organised Zoom classes and Zoom Christmas parties for children aged 5-11 and had arranged for packs of crafts to be sent to their homes. A toy library had been in operation when possible;

8) Throughout the pandemic, food parcels, treat and craft bags had been delivered to the elderly - the Centre had checked with the Council to ensure there was no duplication;

9) Craft boxes and food hampers had been sent to adults and families in need;

10) The local community had been hugely supportive of the Centre's efforts. Local businesses, caterers and residents had volunteered to help. A facebook page with hundreds of members had been set up to co-ordinate this activity. Those who had been furloughed had been keen to help with deliveries and befriending and local children had been involved in making cards for the elderly. The Council had also been very supportive – Grant Officers had allowed the Centre to use the funding flexibly as required;

11) A new member of staff had been recruited who had secured £45,000 in funding from London Community Foundation. This had helped to pay for PPE and some of the Centre's overall costs;

12) The foodbank continued to be very busy as people were being made redundant;

13) Up to 200 asylum seekers and their families had been visiting the Centre needing food, clothes and support –this had been a challenge but churches across Hillingdon had been helping out;

Tunde Balogun addressed the Committee representing Hillingdon Foodbank. Key points highlighted included:

1) The Hillingdon Foodbank had been in operation since 2009 and had been the first foodbank in London;

2) Although well prepared in many respects, it was clear at the outset of the pandemic that the project would need to adapt quickly to enable it to cope with the unprecedented demand; closure was a real possibility at that time as 80-90% of volunteers were over 70 and needed to shield. Fortunately, the response from the community had been fantastic and the foodbank had been able to continue its vital work. Within 2 weeks all premises including the main warehouse in Denham had been made Covid secure;

3) The Foodbank had initially worked closely with the Council Hub to facilitate food deliveries for those in need. Once Council staff had been obliged to return to their usual duties, the Foodbank had assumed responsibility for operations and had continued with the food delivery programme;

4) The Centre had been working in conjunction with about 30 churches across the Borough and some 35 schools. The Council had supported the Foodbank to buy food in bulk to supplement donations as demand had increased. In December, the Foodbank had prepared 'Buckets of Joy' – hampers for local families;

5) Drivers had volunteered to deliver food across the Borough and food deliveries were completed within a maximum of 48 hours of an email being received;

6) The Council's Grants Department had greatly helped with funding to assist with expenses.

Kevin Byrne addressed the Committee confirming that, at the outbreak of the pandemic, a new Hub had been set up. Members were informed that this in-house system had been set up initially to provide a bespoke shopping service and emergency supplies for those in need. It had been necessary to scale up very quickly and ensure the needs of the most vulnerable were met. Once Council staff had been redeployed back to their normal jobs, an exit plan was needed to set up a more sustainable system. In August 2020, conversations had been held with the two foodbanks and funding and support offered to enable them to purchase additional food supplies and to cover admin expenses. This was an entirely new model as previously the foodbanks had relied exclusively on donations. The Council had also helped Hillingdon Foodbank with purchasing fridges and with transportation costs. A grant application under the Council's core grant scheme was being considered to support them in the future. The advice centre at Bell Farm was also being supported by the Council through the core grant scheme and the possibility of a small grant for the older people's dining centre had been agreed.

In terms of the current situation, Committee Members were advised that people with an urgent need who contacted the community Hub were now being referred to the foodbanks. It was confirmed that the numbers of referrals were growing and some of the needs were more complex than previously. However, the partners were very good at working flexibly and adapting their working practices to meet these changing needs. The future model had yet to be confirmed but there was now some resilience in the system and an understanding of how to 'gear up' if faced with another crisis in the future.

In response to Members' requests for clarification, it was confirmed that, unfortunately, some children had been unable to access the Zoom activities as they did not have the equipment to do so. It was acknowledged that, even if the children could be provided with the equipment free of charge, parents did not

always have internet access in the home as this was costly. However, Members heard that, in some cases, families had internet access but were obliged to share equipment which was challenging; in these cases additional equipment would be welcomed.

Members noted that unfortunately there was significant disparity between the north and the south of the Borough in terms of the need. The delivery service was welcomed since some people felt ashamed to visit a foodbank and would travel quite a distance to do so rather than use one in their local area. Members heard that, at Bell Farm, foodbank vouchers were distributed by a variety of people / groups including Civic Centre staff, nurses, health visitors and other agencies such as P3. If people arrived at the foodbank without a voucher, they would not be turned away. If it transpired that there was an ongoing need, food vouchers would be provided for as long as they were needed. At Hillingdon Foodbank, vouchers were generally limited to three as the aim was to refer clients to other agencies for assistance and support if possible. However, if this was not possible within the timeframe, the system would be by-passed and clients transferred to the emergency food provision scheme.

It was noted that the Gurdwara in Hayes, the Muslim Centre and the Salvation Army had been offering hot meals during the crisis. In response to their enquiries, the Committee heard that foodbanks worked in partnership with a number of different agencies, schools, GPs and religious establishments including the Muslim Centre in Hayes to raise awareness and distribute food vouchers. The foodbanks also offered bulk supplies to soup kitchens around the Borough. It was confirmed that Hillingdon Foodbank's drivers covered 15-20 miles every day to reach out to those in need. Members heard that Hillingdon Foodbank had served 7672 clients in 2019 whereas, by the end of 2020, the numbers had climbed to 18,222.

In response to their enquiries, the Committee heard that all staff at the Bell Farm foodbank had been trained in mental health first aid as recommended by the Council. It was recognised that, in the future, their business plan would need to be re-examined and more resources would be required. It was a matter of concern that funding to local charities would reduce or disappear completely. It was confirmed that the support of the Council would be needed in some form; this would be clarified at a later stage. Tunde Balogun of Hillingdon Foodbank advised the Committee that a volunteer Life Coach had been recruited to support clients in the future. It was confirmed that the Foodbank had a robust team of volunteers; some of these were professionals with mental health experience who were willing to help those in the community who needed support.

Members suggested that the local community, the Council and charities should work together to help people through the next phase of the pandemic. In response to this, it was confirmed that a small grant had been made available by Central Government to support, through H4All, a package of training for volunteers in the community to help disseminate messaging around Covid, vaccinations etc. This would be rolled out by the end of March 2021. An article in Hillingdon People was proposed outlining the work of the charities and their future needs – it was hoped that this would assist in recruiting more volunteers.
Members were informed that, as part of the grants programme agreed by Cabinet in December 2020, a project funded through H4All had been approved to embark on this type of activity and assist in capacity building. ex

At the request of Councillors, it was agreed that Kevin Byrne would source further data regarding the increase in foodbank usage and would share this information with the Committee. It was also suggested that a representative of Hillingdon MIND be requested to attend a meeting of the Committee to provide further evidence.

The Committee thanked the charities for all their hard work noting that their business operations had improved and they had become more resilient and better able to cope with the challenges presented by the ongoing pandemic.

RESOLVED That:

1) **Kevin Byrne, Head of Health Integration and Voluntary Services source further data regarding the increase in foodbank usage to share with the Committee; and**
2) **the verbal update regarding the foodbanks' response to the Covid-19 pandemic be noted.**

03/02/21 | **REVIEW: VOLUNTARY SECTOR RESPONSE TO COVID-19 PANDEMIC**

Angela Stangoe MBACP - Director and Head of Psychotherapeutic Services, Hillingdon Mind, was in attendance to present information regarding Hillingdon Mind's response to the Covid-19 pandemic.

Key points highlighted included:-

1. All Hillingdon Mind's Counselling services had rapidly moved online in March 2020 - about a week before lockdown;
2. The Mental Health Recovery Service had been particularly affected – all social activities and therapeutic group work had moved to telephone / online;
3. A Mental Health Care Calling and Crisis Response Calling Service had been introduced in March 2020 – approximately 160 clients had been identified as high risk so were called regularly;
4. A Food and Medicine Delivery Service had been introduced in March 2020;
5. All staff had been provided with equipment to enable them to work from home;
6. Over the last 9 months, demand for Counselling had increased by 157%, for Mental Health Support and Advice by 346% and requests for psychological support for Carers had increased by 150% - this had put huge pressure on the team which consisted of only 3.5 members of staff (including Angela). Approximately 100 volunteer counsellors had been assisting them;
7. Additional funding had been secured from the CCG to provide 40 additional free counselling spaces for a period of 3 months and from the Big Lottery to provide free Key Worker Counselling for 20 clients. An application had been made to the Big Lottery and Postcode Lottery to use existing grant funds to address IT poverty, Food Poverty and Emergency funding for vulnerable clients. Members heard that 20 tablets had been purchased for clients and shopping done for those who were struggling to get food bank vouchers;
8. Qualified bank staff had been recruited to run online activities;
9. The current Group Schedule was entirely online with the exception of the Wellbeing Walk – the Committee heard that the online activities were going well and clients had adapted better than expected;
10. The service had seen an increase in first time users for mild to moderate mental health issues. It had also witnessed an increase in suicide ideation within the Severe Mental Illness group and an increase in Safeguarding referrals to Social Services (from 1 or 2 per annum to 3 or 4 per quarter);

11. In terms of future pressures, it was likely that the problems would persist once the pandemic was over. A potential recession would negatively impact mental health and a tsunami of mental health cases was expected. It would be difficult to get clients to re-engage with GPs and encourage them to get vaccinated. It was anticipated that some clients would struggle with reconnection after lockdown. Projects were being considered to assist people with these challenges;

12. Hillingdon Mind was considering a number of avenues to build capacity to meet demand – these included speaking to current funders CCG and LBH, applying to Big Lottery and City Bridge Trust for grants, discussing with CNWL innovative ways to deliver mental health services e.g. the One Stop Shop and developing Webinars to provide mental health advice.

Given the difficulties in organising Wellbeing Walks during lockdown, Members suggested that Mind could potentially link up with Hillingdon litter pickers. The Committee heard that this would be difficult given the specific needs of the clients who needed to be monitored closely to ensure they were safe.

Members enquired how the Council could assist. It was confirmed that Hillingdon Mind had met with Carla Canter, Voluntary Sector Development Officer, to discuss possible collaboration with other voluntary sector and community groups. Mental Health first aid courses were planned to enable people to spot the early signs of mental health issues since early intervention was key.

In response to Members' questions, it was confirmed that working virtually had been extremely challenging and staff were exhausted. Isolation tended to worsen mental health issues. It had been possible to successfully hold some events online such as quizzes but social groups worked much better in person. Members heard that 30 or 40 people could attend a social club whereas only 10 to 12 people could attend on Zoom. It was impossible to offer the same level of peer support online.

Councillors requested further clarification regarding the support offered to carers. It was confirmed that those caring for people with a mental health condition would often cope well but might seek support if the person went into crisis. Members heard that a Family Support Worker could offer practical help and a psychotherapist ran 1-2-1 sessions with the person in crisis and support groups for the carers. At present, Mind was not able to provide services for young people due to a lack of funding.

In response to further questions, Members were advised that there were currently two community projects funded by LBH – a Somali Outreach Project and an Asian Women's Project. It was acknowledged that there was often a stigma attached to mental health illness in some communities – it was particularly difficult to access the Somali community. The Committee heard that attempts had been made to reach out to imams who had been quite responsive initially but had failed to follow up on this.

Councillors enquired whether it would be possible for different Minds to work together. It was confirmed that this was not possible as each Mind worked independently within a geographical area as a separate franchise with a link to the Central one. In terms of funding, Members heard that Mind was funded through the CCG, the local authority or grant funding. No funding was received from the Central Mind. The Committee was informed that local Mind groups were currently collaborating in an attempt to encourage the CCG to fund services in an equitable way across boroughs rather than in a piecemeal fashion as previously.

Members suggested that an article in Hillingdon People would help to reach out to community groups and raise awareness of the services on offer. A recommendation regarding the promotion of the voluntary sector in relation to Covid was proposed.

Kevin Byrne, Head of Health Integration and Voluntary Sector Partnerships, informed the Committee that Carla Canter was already working on this. A small grant from Central Government had been made available to develop community engagement. Carla was developing online forums and this was going well. There had been lots of activity to promote the voluntary sector. Members heard that Hillingdon Mind was an integral part of H4All. The Integrated Care Partnership in the Borough consisted of the CCG, hospitals, CNWL, H4All, the GP Federation and voluntary sector Health Care providers. It was confirmed that CCGs were moving to a NW London model from April 2021. Members were advised that it would be possible to prepare an article for Hillingdon People to promote the services on offer though some services were already stretched and might struggle to meet further demand. Cabinet had agreed that Mind's grant would be increased going forward.

Members enquired how staff and volunteers working for Hillingdon Mind were supported. It was confirmed that staff were under immense pressure and often had to work late into the evenings to keep on top of the workload. Staff were offered counselling when needed. It had not been possible to run the usual team retreat due to the Covid pandemic. It was hoped that funding would be received to enable Hillingdon Mind to recruit 4 new members of staff.

Members heard that the Government was making additional funds available to support the mental health of children and young people. Mind had expressed an interest in working with the young people category. At the request of the Committee, it was agreed that Kevin Byrne would forward to Democratic Services links to reports which had been sent to the Health & Wellbeing Board regarding child and adolescent mental health services and early intervention work with young people.

The Committee was advised that Hillingdon Mind's website was under construction. It would hopefully be up and running by April 2021.

Members thanked Angela and all the staff and volunteers at Hillingdon Mind for their hard work during the pandemic to support local residents in very challenging circumstances.

Mike Talbot, Director – Corporate Resources and Services, introduced the report on the Voluntary Sector's Response to the Covid-19 pandemic in Hillingdon – from the Council's perspective.

Members heard that Mike had worked with Jean Palmer, the Deputy Chief Executive, and H4All to set up a Covid-19 Hub tasked with co-ordinating the delivery of food and medicine, arranging dog walking etc. Initially the plan had been for H4All to create a Hub with the support of the local authority. However, it had become clear that the charities lacked the infrastructure to enable them to do this effectively; H4All had 4 phone lines whereas the Council could commission a dedicated contact centre with 20 members of staff. The Council also had the IT

resources, purchasing cards and means of transportation readily available. It was therefore decided that the Council would run the Hub while the charities would co-ordinate volunteers and focus on their core charitable work. The situation had now changed and the work of the Hub had been referred in to voluntary partners – a partnership had been built with the local foodbanks.

Members enquired whether lessons had been learned and whether the voluntary sector was now better prepared. It was noted that the Council had increased its funding to voluntary organisations but this was not sustainable. The Committee heard that the Council had only been involved in the running of foodbanks but had not been involved in other services offered by the voluntary sector. Emergency grants had been distributed. It was confirmed that the Council had signed up to the London Funders' Pledge which had enabled partners to use their grant funding flexibly as they saw fit. It was also noted that H4All aspired to develop as an organisation that represented smaller local charities. A small grant had been made available to H4All to support this work. Councillors heard that this had been a challenging time for smaller charities in particular as the number of volunteers and donations had fallen dramatically during the Covid-19 pandemic. It was recognised that some charities needed to reinvent themselves and the Council and H4All were helping to facilitate that. The situation would be monitored going forward.

Members requested further clarification regarding the audit process. The Head of Health Integration and Voluntary Sector Partnerships confirmed that, as part of the core grant process, the Council had the right of audit and insisted on having sight of annual accounts. It was confirmed that the financial situation of all grant applicants was reviewed before going to Cabinet in December. Grant applicants were checked to ascertain if they were viable and sustainable concerns and the Council ensured it got maximum value from each grant allocated.

The Committee enquired whether new charities had been identified to feed into H4All. It was confirmed that officers would attempt to gain a thorough understanding of the voluntary sector organisations available with a view to working with them to communicate essential messages. In response to their questions, Members heard that H4All would have to demonstrate that they could represent the smaller groups. They would need to develop their capacity building and ability to develop and manage volunteers. The Council would support them in this; it would be a matter of working together to meet the needs of all local residents.

RESOLVED That the Committee:

1. **Noted the information provided in relation to the work of Hillingdon Mind during the pandemic;**
2. **Agreed that Kevin Byrne would forward to Democratic Services links to reports which had been sent to the Health & Wellbeing Board regarding child and adolescent mental health services and early intervention work with young people; and**
3. **Noted the update regarding the Council's input in respect of the Voluntary Sector's response to the pandemic.**

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PERFORMANCE TRACKING AND DATA

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee

Officer reporting	Naveed Mohammed, Corporate Services and Resources

Papers with report	Appendices A-C

Ward	All

HEADLINES

This paper provides an overview of how the tracking of performance and provision of insight data is arranged in the Council, examples of the sort of data that is provided and (through enclosed appendices), how data is used to shape operational delivery and the strategic development of services.

RECOMMENDATIONS:

That the Committee:

1. **Note the breadth and depth of metrics collected across the organisation to aid operational delivery and service planning; and**
2. **Advise officers on any particular areas of the Council's business where additional performance data/analysis would aid the work of the Committee.**

SUPPORTING INFORMATION

The Council delivers over 700 services to the 100,214 households that comprise the London Borough of Hillingdon. As part of this, the Council routinely gathers a wide spectrum of data, across all directorates. The purposes of this data collection are varied. Most immediately is the need to ensure that the services being delivered are done so in the most effective and efficient manner and in a way that is meeting resident need. Beyond this though, there is a need to plan for the future development of services – making sure that, as the Borough changes, our services are agile enough to respond. Finally, there is a need to satisfy statutory returns – the annual collection of council data by central government.

Given the voluminous nature of the data that is gathered and the different purposes described above, the Council has, at its disposable a variety of mechanisms to gather, process and 'make sense of the data' from the use of basic spreadsheets through to the use of more bespoke databases and data mining software.

This paper will provide an overview of the arrangements in place including use of case study examples demonstrating how data has been used whether to shape service delivery or enable the Council to discharge its responsibilities.

It is important to note at the outset that, given the depth and breadth of data that is compiled and used by the Council, this paper is not intended to provide an exhaustive list of how data is used. Rather it will provide a general overview and an attempt to answer the following questions:

1. What is tracked and reported?
2. What process is used to produce performance reports including mutual roles / responsibilities between the Business Performance and Insight team and Directorates and highlighting / tracking of underperformance?
3. How is performance used to aid operational delivery and service planning?

In elaborating on the above this paper will include data on 'performance' (assessing the efficacy of the services we provide and how this is impacting on outcomes) and insight (what the data is telling us about our residents).

Part 1 – What is Tracked and Reported?

As mentioned previously the Council provides over 700 services to local residents. The provision of these services relies on the effective and efficient gathering of service data whether this relates to demographics and understanding the make-up of clients, how efficiently functions are being delivered and measuring outcomes achieved (i.e. what difference the services provided are making for Hillingdon residents).

Whilst the data that is gathered is likely to fall into these three categories - the specifics of what is collected will differ depending on the service area.

Table 1

Directorate	Examples of Functions	Examples of data gathered
Corporate Services and Resources	Legal, Policy and Partnerships, Democratic Services	HR data, Office of National Statistics data, Greater London Authority data store including census, labour market trends.
Finance	Business Assurance, Revenues and Benefits, corporate finance	Council tax collection, business rates, benefits information, debtors.
Planning, Environment, Education and Community Services	Public Health, Education, Planning, HR, Housing, Sport and Culture, Community Safety, Libraries.	Health profile, school places, Strategic Needs Assessment, crime types, school attainment, library footfall, books issued.
Adults', Children's and Young People's Services	Safeguarding, Early Intervention, Children and Adult's social care, disability services	Service demand, business processes, Special Educational Needs numbers, children's centres, employment and training figures for young people, Youth Offending, caseloads, length of time of cases.

Infrastructure, Building Services and Transport	Procurement, IT, Building Services, Waste and Refuse Collection, Transport	Council spend over £500, Household Waste Collection, ASBIT, Household Recycling

Whilst by no means an exhaustive list, the range of data set out in table 1 provides a good demonstration of the breadth of data that is gathered across directorates. Much of this will be gathered directly by services either from clients or from in-house systems. There are however particular data streams that rely on contributions from partner agencies or external systems. For instance

- Community Safety - data on crime types and trends including benchmarking data is obtained from the Metropolitan Police as well as accessing third-party data sites such as IQuanta.
- Public Health - data on local health profiles are available from Public Health England. Data on prevalence rates for specific conditions are available from Department of Health or from local Clinical Commissioning Group partners.
- Young People Not in Education, Employment or Training (NEETs) - the Council does not collect data directly on local NEET numbers. Like other West London councils - a commissioned provider gathers and supplies this data including analysis.
- Office of National Statistics data - Much of the data on Census statistics is housed on Office of National Statistics websites including 'Neighbourhood Statistics'. This includes all the figures on socio-economic profiles, population trends, sub-national projections etc.
- Subject to the needs of the service and/or project the Council may from time to time utilise other data sources for the purposes of triangulation and adding greater depth to the intelligence being gathered. Examples of this include
- Finally, wherever appropriate and needed the Council will often access and share more sensitive data to prevent and identify instances of fraud. This is particularly the case in revenues and benefits and housing.

The data collected above is used to develop both KPI reports but also insight analysis used to commission services. In terms of the former, KPIs are developed along three broad categories – counts, processing and tracking outcomes. Examples for each include

Counts
- The number of children in care at the end of a quarter
- The number of Tea dances held for the over 60s
- The number of households on the Councils Housing Register
- The number of adults receiving a Council service

Tracking these allows us to understand the efficacy of service delivery over time.

Processing
- % of social care assessments completed within timescale
- Void turnaround time
- Number of Initial Child Protection Conferences completed within 15 working days
- Days taken to process Housing Benefit change of circumstances.

These metrics provide an insight into the health of the organisation. Many of these indicators are often linked to statutory timeframes and will form key lines of enquiry during an inspection (for instance Ofsted assessing how effectively the Council is discharging its responsibilities around

safeguarding).

Outcomes
- % of children achieving five good passes (grades 4-9) at GCSE
- % of 18yr olds in Hillingdon schools attending Russell Group universities
- The number of Children looked after cases that ceased in the last 3 months
- % of clients with direct payments (Adult Social Care)
- % of LD clients in employment

Often the most important of KPIs, at least from a resident perspective – these metrics allow for the assessment of how services delivered by the council make a difference to residents.

The selection of KPIs can be nationally mandated (for instance, whilst the national indicator set launched under the last Labour government has long been abandoned, there are vestiges of the NIS in different departments for instance Planning, Waste and Recycling, Housing and Social Care). Where appropriate, national indicators are supplemented with local indicators reflecting local priorities. Examples of the latter include tracking the number of arson incidents (community safety), the % of our Youth Offending intake from a BAME background (YOS) and the number of fly tipping incidents (Anti-Social Behaviour). These were developed and tracked on the back of specific local issues/challenges.

Part 2 - What process is used to produce performance reports including mutual roles/responsibilities between the Business Performance and Insight team and Directorates and highlighting/tracking of underperformance?

The Council utilises a corporate function for the production and development of data and insight. Whilst there is significant interface between the corporate team (Business Performance and Insight), this demarcation enables both a better use of finite resources (with members of the corporate team having expertise across multiple areas of the Council's business), it also enables for better transparency and an opportunity to 'challenge' services – something that might not be possible if services produced/processed their own data.

The process for developing the data is purposefully kept straightforward. Services are responsible for inputting data into case management systems. Business Performance are responsible for extracting the data and, in conjunction with Directors, Assistant Directors and Heads of Service, developing the suite of reports (operational and strategic) necessary for the services to carry out their business.

Performance reports are built in a way as to be able to track performance, so key to this is the inclusion of targets and an associated 'traffic-light system'. This rates each metric (where apt) against a threshold with indicators that are off target flagged as Red. The relevant Service heads are given an opportunity to outline mitigating factors and plans for remedial action – the outcomes of which are reported in subsequent months.

Part 3 - How is data used to help Hillingdon Council discharge its responsibilities and shape service provision?

Whilst like many councils, Hillingdon is required to gather data for the purposes of statutory returns (including in Adult Social care, Children's Services and Housing) - the primary purpose of

the vast majority of data collected is to ensure the Council is appropriately discharging its responsibilities and helping aid future service development.

In respect of the former - data collected in social care, planning etc helps build a picture of how efficiently the Council is meeting targets for instance in the processing of planning applications or discharging statutory social care requirements.

In addition to the above 'process measures' the Council regularly uses data to help shape service delivery - whether this is part of ongoing work or one-off projects. An example of this include the Joint Strategic Needs Assessment which is the overarching data store which helps shape and inform future commissioning plans.

Case studies have been provided as appendices which provide further detail on this.

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

The robust collection and provision of performance and insight data enables Chief Officers and Members to assess whether the Council is delivering on its aim of Putting Our Residents First - delivering services in an efficient and effective way that meets residents' needs. Where gaps are identified officers can be held to account through effective challenge.

Financial Implications

None at this stage.

Legal Implications

None at this stage

BACKGROUND PAPERS

None.

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Appendix A - Joint Strategic Needs Assessment

Background and Context

The Joint Strategic Needs Assessment (JSNA) reports on the health and wellbeing needs of the people of Hillingdon. It brings together detailed information on local health and wellbeing needs and looks ahead at emerging challenges and projected future needs of local communities. The JSNA is an on-going, iterative process with contributions from a range of partners within the Health and Wellbeing Board and without. This includes Public Health, Hillingdon Clinical Commissioning Group (CCG), HealthWatch, the Voluntary and Community Sector and other partners. Responsibility for developing the JSNA and its maintenance rests with the Business Performance team at LBH.

Aim of the Project

The JSNA has several aims including;

- To provide a comprehensive picture of the health and wellbeing needs of Hillingdon (now and in the future).
- To inform decisions about how we design, commission and deliver services, and also about how the urban environment is planned and managed.
- To improve and protect health and wellbeing outcomes across the city while reducing health inequalities.
- To provide stakeholders and the wider community with information on the changing health and wellbeing needs of Hillingdon, at a local level, to support better service delivery.
- As the evidence base for the Joint Health and Wellbeing Strategy, identifying important health and wellbeing issues for Hillingdon, and supporting the development of action plans for the priorities named in the strategy.

What data was used?

Data drawn from a wide range of internal and external sources. Internal sources include data from directorates relating to clients (anonymised). External sources include (not exhaustive)

Office of National Statistics	Hillingdon Clinical Commissioning Group	GPs/Pharmacies
NOMIS - Labour Market Stats	Health and Social Care Information Centre	Public Health England
Greater London Authority	Metropolitan Police	

How was data interrogated?

Data was primarily interrogated via MS Excel and involved downloading CSV files and manual interrogation. Data on the Public Health Outcomes Framework was analysed via the tools available on the Public Health England website.

What was the result?

The JSNA acts as a key reference document that should be referred to as part of any commissioning process. To date services commissioned in Public Health including Drug and Alcohol and Sexual Health have both drawn evidence bases from the JSNA. The latter was also as part of the ongoing re-tender of the 0-19 programme in Children's Services. Finally the Pharmaceutical Needs Assessment also draws on the JSNA - the former takes place every

two years and plays an important role in ensuring the adequate provision of pharmacies across the Borough.

Appendix B - School Places Planning

School Places Planning

1. Aim and objective of the project

The Council has a statutory responsibility to provide adequate provision of school places for pupils who live in the Borough.

'sections 13, 13A and 14 of the Education Act 1996 which require local authorities to: ensure that efficient primary, secondary and further education is available to meet the needs of their population; ensure that their education functions are exercised with a view to promoting high standards ensuring fair access to opportunity for education and learning, and promote the fulfilment of learning potential; and secure that sufficient schools for providing primary and secondary education are available for their area.'
Annex A - Clarification of local authority statutory duties relating to services relevant to the Education Services Grant

In order to comply efficiently and effectively with the statutory responsibility as detailed above officers are required to produce a set of School Place Planning (SPP) projections annually for the Department for Education. The annual School Capacity return (SCAP), and is used to determine school place capacity and to allocate funding for expanding/new schools where necessary.

What data we used - where it came from (internal or partners etc)
Data sources include:

- Strategic Housing Availability Assessment (SHLAA) - Greater London Authority 2015 round trend population projections.
- Housing development data – from Planning.
- Spring School Census – collected by the Council from all schools and verified by the DfE.
- Office of National Statistics birth rate data.
- GP Registration data from Greater London Authority.

2. Methodology employed for analysis, how it was interrogated - did we use any tools

Population data, birth and GP data, housing developments data and school expansions information is analysed. School expansions in neighbouring boroughs are also considered as this may impact on the provision of school places for residents of the Hillingdon. The priority is to complete the school places projection to ensure sufficient places can be provided to meet current and future demand.

The main tool used for the data analysis is Excel. An Excel spreadsheet is sent to the GLA detailing all known housing developments across the Borough for the next 20 years. The GLA then combine this with the population projection data and the Spring School Census data where they also take the post code of the pupil's home and school to determine migration and movement across the Borough. This data is then returned to the Council, checked and interrogated against previous SPP projections to ensure

that all local issues have been taken into account. We will look at areas of pressure due the density of the population as well as pressure due to parental choice.

Geographical information systems are used to map areas around school to determine any pressures that may occur. This will also give an understanding of pupil mobility and parental preference.

3. How was it used to drive project/influence service change etc

The analysis is used to ensure that the Council's statutory responsibility if fulfilled. Where there are pressures, possible solutions will be presented to Members for consideration which may include temporary or permanent expansions of existing school or a feasibility study to determine if a new school will be required to meet future capacity needs within the Borough.

Appendix C - Troubled Families Project

1. **Aim and objective of the project**

The Troubled Families (TF) programme is a government initiative which is now into its second phase. It is focussed on those families with complex needs covering issues such as poor school attendance, worklessness and youth offending coupled with locally determined issues such as domestic violence. Families are benefitting from intervention and support to 'turn-around' and improve their situation. This includes support to gain employment. The TF Programme operates a payment by results funding model with £1,000 for each family identified and £800 for each family 'turned around'.

To be eligible for the TF programme, each family must have at least two of the following six problems:
1. Parents or children involved in crime or anti-social behaviour.
2. Children who have not been attending school regularly.
3. Children who need help: children of all ages, who need help, are identified as in need or are subject to a Child Protection Plan.
4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness.
5. Families affected by domestic violence and abuse.
6. Parents or children with a range of health problems.

2. **What data we used**

Data is matched and linked into Council systems as a means of identifying names that are flagged across multiple data sets.

The following data sets are analysed:
- o Benefits Data – internal data (criteria 4)
- o Protocol LCS – internal data from the Early Intervention Team in Children's Social Services.
- o Employment, Education and Training data from West London Partnership Unit (criteria 2, 4)
- o MARAC - Police data (criteria 1)
- o Children's Centre data – internal data (criteria 3, 4, 5)
- o Youth Offending Service – internal data (criteria 1)
- o School Data from gathered via the bi-annual census' (criteria 2)
- Manual checking
  - o Children in Need (CIN) and Child Protection Plan (CPP) data - internal data (criteria 2 & 3)
  - o Housing/homelessness data – internal data (criteria 3, 4, 5)

3. **Methodology employed for analysis**

The benefits information is used as a database for the Troubled Families programme and all other data is matched to this. This data provides the broadest catchment of families fitting the Troubled Families criteria as it holds details of out of work benefits, how long the client has been in receipt of them as well as details of all family members

as a unit. It also gives the latest home address, this is crucial evidence that these families reside in Hillingdon.   This is then cross matched with all other data sources (from the list above) with the aim of identifying all families where 2 or more TF criteria are apparent.

Further checks are carried out cross matching the housing/homelessness data and CIN and CPP data. This manual checking is completed using Excel.

4. How was it used to drive project/influence service change etc

The data is used to identify families who have problems that can be linked to at least 2 of the 6 criteria as set out in point 1. This programme is intended to focus on clients where a high volume, high costs of services are provided to help and assist with their daily lives. The intended outcome is to improve the services that work with them and to ensure more efficient and effective use of public money for the long-term.

Families that are classifies as turned around would, by definition, be more independent and self-sufficient and less dependent on the support of social care and the benefits system.

Using a data-matching approach also allows the Council to target and tailor subsequent interventions to address the challenges that each family faces.

FORWARD PLAN

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee

Officer reporting	Liz Penny, Democratic Services

Papers with report	Appendix A – Forward Plan

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 Committee note the Forward Plan, and comment on any items coming before Cabinet if they see fit.

SUPPORTING INFORMATION

The Forward Plan is updated on the 15th of each month. An edited version to include only items relevant to this Committee's remit is attached as Appendix A.

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Upcoming Decisions

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)
		SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SC = Social Care CR&S = Corporate Resources & Services FD= Finance							
Cabinet meeting - Thursday 18 March 2021									
019	Refurbishment of Civic Centre Mezzanine Floor	Cabinet will be requested to consider the appointment of a works contractor for the refurbishment of Civic Centre Mezzanine Floor to provide accommodation for key council services and to facilitate the relocation of The Abacus Centre in West Drayton to the Civic Centre.	Uxbridge South		Cllr Jonathan Bianco	IT - Bobby Finch		**NEW**	Private (3)
023	Multi lot tender for the digitalised Cloud based telephony system, LAN, WAN and Wireless communications	Cabinet will consider a major ICT contract for the support, maintenance and transformation of the Council's main IP (Internet Protocol) Telephony and Contact Centre communications systems, its Local Area Network including Wireless (LAN), its Wide Area Network (WAN) and the provision and support of Internet Security services. These cloud-based ICT systems form the backbone of how the Council communicates with residents and others in a modern, secure and efficient way.	All		Cllr Douglas Mills	IT / FD - Michael Clark / Jo Allen		**NEW**	Private (3)
024	Climate Change Action Plan	Hillingdon Council passed a Climate Change Declaration at its full Council meeting on 16 January 2020 which set out targets to become carbon neutral and achieve 100% clean energy across the Council's services by 2030. This will be the first action plan to Cabinet to monitor progress to towards those goals.	All		Cllr Eddie Lavery	PE - David Haygarth / Ian Thynne		**NEW**	Public
029	Grant of Lease for Electrical substation	In light of the refurbishment of Meadow High School, Hillingdon which includes a new building and sports block extension, Cabinet will consider the grant of a long-term lease for an electrical substation to provide sufficient power to the school site going forward.	Brunel		Cllr Jonathan Bianco	IT - Michael Paterson / Michele Wilcox		**NEW**	Private (3)

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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)
		SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SC = Social Care CR&S = Corporate Resources & Services FD= Finance							
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 Martin Goddard	FD – Paul Whaymand			Public
SI	Reports from Policy Overview, Scrutiny & Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S – TBC	TBC		Public
Cabinet meeting – Thursday 22 April 2021									
014	Contract extension – Revenues and Benefits Service	Cabinet will consider an extension to the current contract for the Revenue and Benefits service, which undertakes the collection and recovery of Council Tax, business rates, the processing of benefits claims and related queries.	All		Cllr Martin Goddard	FD – Muir Laurie			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	IT – 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 Martin Goddard	FD – Paul Whaymand			Public
SI	Reports from Policy Overview, Scrutiny & Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S – TBC	TBC		Public
Cabinet meeting – Thursday 20 May 2021 (provisional date)									
SI	Voluntary Sector Leases	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT – Michael Patterson / Michele Wilcox			Private (3)

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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)
SI = Standard Item each month		Council Departments: PE =Planning, Environment, Education & Community Services IT – Infrastructure, Transport & Building Services SC = Social Care CR&S = Corporate Resources & Services FD= Finance							
SI	Reports from Policy Overview, Scrutiny & Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - TBC	TBC		Public
Cabinet Member Decisions expected – May 2021									
SI	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public
Cabinet meeting – 17 June 2020 (provisional date)									
02...	Budget Outturn 2020/21	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard	FD – Paul Whaymand		NEW	Public
SI	Voluntary Sector Leases Report	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	Reports from Policy Overview, Scrutiny & Select Committees	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - TBC	TBC		Public
The Cabinet's Forward Plan is an official document by the London Borough of Hillingdon, UK									

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WORK PROGRAMME 2020 - 2021

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee

Officer reporting	Liz Penny, Democratic Services

Papers with report	Appendix A – Work Programme

HEADLINES

To enable the Committee to track the progress of its work in 2020-2021 and forward plan its work for the current, and next, municipal year.

RECOMMENDATIONS:

That the Committee note the Work Programme 2020 – 2021 and agree any amendments.

SUPPORTING INFORMATION

The Committee's meetings start at 7.30pm (unless stated otherwise below), and the meeting dates for the next municipal year are as follows:

Meetings	Room
17 September 2020	Virtual
13 October 2020	Virtual
4 November 2020	Virtual
12 January 2021	Virtual
3 February 2021	Virtual
4 March 2021	Virtual
6 April 2021	Virtual

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Multi Year Work Programme

May 2018 - May 2022

Corporate Services, Commerce & Communities Policy Overview Committee	September 17	October 13	November 4	December CABINET	January 12	February 3	March 4	April 6	May CABINET
	2020				**2021**				

Review D: Voluntary Sector Response during COVID-19 Pandemic

Topic selection / scoping stage		Scoping Report							
Witness / evidence / consultation stage			Witness 1		Witness 2	Witness 3			
Findings, conclusions and recommendations							Findings		
Final review report agreement								Final report	
Target Cabinet reporting									

Regular service & performance monitoring

Mid year Budget Update	X								
Annual complaints & service update report		X							
Biennial Safety Review - Sports Grounds									
Cabinet's budget proposals for next financial year					X	All POCs			
Cabinet Forward Plan Monthly Monitoring	X	X	X		X	X	X	X	

One-off service monitoring

Performance Improvement							X		
Safety of Council-Owned Properties & Buildings						X			
Alley Gating Scheme					X				
Hillingdon First Limited						X			
Anti-Social Behaviour during Lockdown					X				
Carbon Reduction								X	
Prevent								X	
Future Review Topics	X								

Past review delivery

Recruitment			X						
Homophobic, Biphobic & Transphobic Bullying								X	
Local Policing & Community Safety in Hillingdon					X				
Local Commerce, Employment, Skills & Job Creation									

Internal use only

Report deadline
Agenda published

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