



HILLINGDON  
LONDON



# External Services Select Committee

**Date:** THURSDAY, 27 JANUARY  
2022

**Time:** 6.30 PM

**Venue:** COMMITTEE ROOM 5 -  
CIVIC CENTRE, HIGH  
STREET, UXBRIDGE

**Meeting  
Details:** Members of the Public and  
Media are welcome to attend.  
This meeting will also be  
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## Councillors on the Committee

Councillor Nick Denys (Chairman)  
Councillor Devi Radia (Vice-Chairman)  
Councillor Simon Arnold  
Councillor Darran Davies  
Councillor Heena Makwana  
Councillor Peter Money (Opposition Lead)  
Councillor June Nelson

**Published:** Wednesday, 19 January 2022

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Putting our residents first

Lloyd White  
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## **External Services Select Committee**

This Committee has an external mandate and reviews the performance and accountability of local service providers other than the Council. It also has statutory responsibilities to scrutinise the local health sector and community safety partnership.

### **Membership**

7 Councillors appointed on a proportional basis.

### **Terms of Reference**

1. To undertake the powers of health scrutiny conferred by the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.
2. To work closely with the Health & Wellbeing Board & Local HealthWatch in respect of reviewing and scrutinising local health priorities and inequalities.
3. To respond to any relevant NHS consultations.
4. To scrutinise and review the work of local public bodies and utility companies whose actions affect residents of the Borough.
5. To identify areas of concern to the community within their remit and instigate an appropriate review process.
6. To act as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carry out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.

The External Services Select Committee may establish, appoint members and agree the Chairman of a Task and Finish Select Panel to carry out matters within its terms of reference, but only one Select Panel may be in operation at any one time. The Committee will also agree the timescale for undertaking the review. The Panel will report any findings to the External Services Select Committee, who will refer to Cabinet as appropriate.

# Agenda

## Chairman's Announcements

### PART I - MEMBERS, PUBLIC AND PRESS

1 Apologies for absence and to report the presence of any substitute Members

2 Declarations of Interest in matters coming before this meeting

3 Exclusion of Press and Public

To confirm that all items marked Part I will be considered in public and that any items marked Part II will be considered in private

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|---|---|---------|
| 4 | Minutes of the previous meeting - 23 November 2021  | 1 - 4   |
| 5 | Update on the Implementation of Recommendations from Past Reviews of the Committee - GP Pressures | 5 - 14  |
| 6 | Hillingdon Hospital Redevelopment   | 15 - 18 |
| 7 | Work Programme  | 19 - 24 |

### PART II - PRIVATE, MEMBERS ONLY

*That the reports in Part 2 of this agenda be declared not for publication because they involve the disclosure of information in accordance with Section 100(A) and Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that they contain exempt information and that the public interest in withholding the information outweighs the public interest in disclosing it.*

8 Any Business transferred from Part I

## Minutes

### EXTERNAL SERVICES SELECT COMMITTEE

23 November 2021

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



HILLINGDON  
LONDON

	<p><b>Committee Members Present:</b> Councillors Nick Denys (Chairman), Nicola Brightman (In place of Simon Arnold), Heena Makwana, Peter Money (Opposition Lead) and June Nelson</p> <p><b>Also Present:</b> Joshua Neicho, Freelance Journalist, OnLondon Rachel Sharp, Senior Lecturer - Journalism, Brunel University</p> <p><b>LBH Officers Present:</b> Emma Gilbertson (Head of Communications) and Nikki O'Halloran (Democratic Services Manager)</p>
32.	<p><b>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS</b> (<i>Agenda Item 1</i>)</p> <p>Apologies had been received from Councillors Simon Arnold (Councillor Nicola Brightman was present as his substitute), Darran Davies and Devi Radia.</p>
33.	<p><b>DECLARATIONS OF INTEREST IN MATTERS COMING BEFORE THIS MEETING</b> (<i>Agenda Item 2</i>)</p> <p>There were no delarations of interest in matters coming before this meeting.</p>
34.	<p><b>EXCLUSION OF PRESS AND PUBLIC</b> (<i>Agenda Item 3</i>)</p> <p><b>RESOLVED:</b> That all items of business be considered in public.</p>
35.	<p><b>MINUTES OF THE PREVIOUS MEETING - 7 OCTOBER 2021</b> (<i>Agenda Item 4</i>)</p> <p><b>RESOLVED:</b> That the minutes of the meeting held on 7 October 2021 be agreed as a correct record.</p>
36.	<p><b>JOURNALISM AND LOCAL DEMOCRACY</b> (<i>Agenda Item 5</i>)</p> <p>The Chairman welcomed those present to the meeting.</p> <p>Mrs Rachel Sharp advised that she was a senior lecturer at Brunel University, the Head of the undergraduate journalism course and editor of Hillingdon Herald. She had started her career as a reporter at the Hillingdon Times, then became editor of the publication and then became group editor for seven titles across West London.</p> <p>After six years of working at Brunel University, Mrs Sharp had achieved her ambition of launching a local paper in Hillingdon: the Hillingdon Herald. Given the huge decline in local news coverage, it was thought that there was a demand for printed news that was</p>

not being met and the Hillingdon Herald aimed to address this. It was acknowledged that, currently, the Hillingdon Herald had the luxury of not being reliant on advertising revenue.

Currently, the Hillingdon Herald news team included 15 Masters students who worked as Section Editors. There were also around 25 third year students, 20 second year students and 20 first year students. The work undertaken by the undergraduates varied depending on the amount of time they had been on the course. A number of politics students had also asked to write for the paper but had been advised that they would not be permitted to do opinion pieces.

Distribution of the Hillingdon Herald had started with 14,000 copies for the first issue in October and had risen to 20,000 for the second. Mrs Sharp advised that the Christmas issue was likely to be a 20,000 print run. Copies of the first issue had been delivered door to door using a random distribution of postcodes. New stands had now been sourced for libraries across the Borough and copies had been distributed to various faith venues. It was suggested that Members could be used to help with the distribution in target areas.

As a senior lecturer, Mrs Sharp taught her journalism students about a range of issues including defamation and contempt. She also taught a number of units directly related to local government as councils were thought to be the bread and butter of local journalism. These units included capital and revenue expenditure, the different council structures, electoral processes, roles and responsibilities.

As students were often unaware of the role of Councillors, it was important that they gained an understanding so that they could then pass this on to the general public. The majority of Hillingdon Herald readers were either residents, worked in the Borough or had children who went to school in Hillingdon and therefore wanted to know what was going on in the Borough.

The second edition of Hillingdon Herald had been published in November 2021 and continued to be well received by the public. Mrs Sharp hoped that this publication would mark the start of a resurgence of proper local reporting which went down to a very local level. That said, she was aware that even within the Borough, the challenges varied from ward to ward.

Mrs Sharp advised that journalists used to receive hard copies of agendas through the post and there would be competition to see who would get to go to which meeting. However, over time there had been a reduction in funding, journalists had not been replaced when they had left the newspaper and a reduced number of meetings were then covered.

Click bait journalism had been on the increase and Mrs Sharp noted that, given the lack of local newspapers, this was the only type of journalism that some of her students had been exposed to. She taught them the two source rule and impressed on them the need to check every fact. The students had welcomed the opportunity to write 'proper' local news.

Although it was thought that the Council broadcasting its meeting was excellent in terms of engaging with residents, it was thought not so helpful for journalism as it tended to breed laziness if it was easy to find out what happened without having to attend. However, Mrs Sharp advised that building relationships and gaining trust was a large part of journalism and this could not be done so readily when sat behind a

computer screen.

Given that the students were learning the theory whilst also getting practical experience, they were under some pressure. However, Mrs Sharp was teaching students the correct way of doing things and getting out and about to find out what was happening in the Borough was teaching them real world skills.

It was suggested that being a journalist was a little like being a Councillor as they were both dealing with things that mattered to residents. The External Services Select Committee regularly looked at interesting issues and the Council routinely released information about a range of topics. However, journalists were able to publicise these issues to residents in a potentially more accessible language.

Mrs Sharp noted that the Hillingdon Herald was a completely impartial newspaper and would report both sides of stories, giving a right of reply, but that it would also be a campaigning paper on issues such as the third runway. It was important to ensure that the journalists were reporting on the facts but this could be quite tricky when dealing with the Council as it could take time to get a response.

Mr Joshua Neicho was a freelance features journalist who had written for OnLondon, an independent online news site. He had started his journalism career at the Evening Standard where he had been the Letters Editor. Since leaving the Evening Standard, Mr Neicho had continued as a features journalist and had been working on public relations and campaigns at Middlesex University in the journalism department.

With regard to very local issues, Mr Neicho suggested that hyper local websites, newsletters and newspapers like Hillingdon Herald could help with information dissemination and public engagement. With the reduction in local newspapers came a growth in social media news vehicles such as Nextdoor and Facebook which were able to provide news at a local level – this left a gap for printed news. Mr Neicho stated that OnLondon bridged this gap to a certain extent in that it covered issues that might span more than one borough but did not provide coverage of local breaking news issues.

The My London website had recently seen an increase in popularity. The site claimed to provide the latest news and sport headlines for London as well as guides for things to do around different areas. By using an app, the information received was customisable. This, along with other technological advancements, had provided opportunities for news as well as undermining some jobs.

Mr Neicho suggested that, given their reach, there was scope for local newspapers to pool resources with groups such as Residents' Associations and community groups. This would provide the opportunity to pool local wisdom on specific issues. He believed that the issues that made good stories were those that really grabbed the reader's attention but also recognised that the editor was hugely important in the process.

Action-based story telling was thought to provide the ability to hold up a behaviour or approach as a 'show and don't tell'. Mr Neicho advised that Waltham Forrest had done a good job of showing stories in a dynamic and creative way.

Mrs Sharp noted that decisions on which stories to run were based partly on gut and partly on experience. For example, although the Hillingdon Herald did not want to inflate the issue, a women's safety campaign would be launched in the December edition to raise awareness of the issue.

It was recognised that residents would sometimes complain generally about issues that were being caused by other residents but they would not take action themselves to advise the Council of specific incidences (for example, beds in sheds). The Hillingdon Herald had run a story on the front page of the November issue about the dichotomy of the Borough gaining 63 Green Flag awards yet still battling a fly tipping issue which had been perpetrated by residents. Mrs Sharp advised that she would be doing a follow up piece with the litter pickers, perhaps as part of her editor's column.

Members asked whether the local government element of the Brunel University journalism course could include a section on "if not me, then who" to introduce the concept of public service. Mrs Sharp would consider doing a feature on this.

Over the last few years, the Council's social media presence had grown. Ms Emma Gilbertson, the Council's Head of Communications, advised that a social media campaign had been built around the need to get vaccinated against Covid 19 and Councillors had been encouraged to share their vaccination stories. Twitter, Instagram, Facebook and Linked In were all being more regularly used to share good news stories.

Members were advised that the Council's Contact Centre responded to social media enquiries and the communications team dealt with proactive work such as the recent key amnesty campaign. The Communications Team continued to engage with residents as well as having conversations about what action was being taken and where the Council could improve,

**RESOLVED: That the discussion be noted.**

37. **WORK PROGRAMME** (*Agenda Item 6*)

Consideration was given to the Committee's Work Programme. It was agreed that palliative care and hospice provision be included as a future topic for consideration by the Committee. This would include the palliative care provided at home as well as care provided for children and young people.

**RESOLVED: That the Work Programme, as amended, be agreed.**

The meeting, which commenced at 6.35 pm, closed at 8.05 pm.

These are the minutes of the above meeting. For more information on any of the resolutions please contact Nikki O'Halloran on 01895 250472. Circulation of these minutes is to Councillors, Officers, the Press and Members of the Public.

## EXTERNAL SERVICES SELECT COMMITTEE - UPDATE ON THE IMPLEMENTATION OF RECOMMENDATIONS FROM PAST REVIEWS OF THE COMMITTEE

<b>Committee name</b>	External Services Select Committee
<b>Officer reporting</b>	Jack Roberts – Corporate Services and Transformation
<b>Papers with report</b>	Appendix A - Updates on previous review
<b>Ward</b>	n/a

### HEADLINES

The attached paper provides a brief summary of progress with regard to the implementation of recommendations agreed by Cabinet on the following review:

- GP Pressures

### RECOMMENDATION

**That the External Services Select Committee notes the updates provided in Appendix A and provides comment, as appropriate.**

### SUPPORTING INFORMATION

Hillingdon's Policy Overview, Scrutiny and Select Committees have a vital responsibility in monitoring Council and other public services in the Borough, influencing policy and engaging residents and local organisations in this important work. Over the years, Committees have undertaken successful in-depth reviews of local services and issues. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such committees engage Councillors in a wide range of Council activity and make recommendations to the decision-making Cabinet. This report provides Members with an update on the progress made in implementing scrutiny recommendations that have previously been accepted by the Executive.

The Committee is invited to review the action (detailed in Appendix A) taken to implement recommendations previously accepted by the Executive in relation to the following completed scrutiny activities:

- [GP Pressures](#) – this review was considered by Cabinet on [23 January 2020](#). Updates on the review were considered by the Select Committee on 9 February 2021 but, given the impact of the pandemic on progress, the Select Committee asked for a second round of updates to be submitted in 2022.

## GP Pressures

Recommendations	February 2021 Updates	January 2022 Updates
<p><b>RECOMMENDATION 1</b> That Hillingdon Health and Care partners (HHCP) explore the establishment of a single online directory of health, care and wellbeing services (delivered and maintained / updated by Hillingdon Health and Care Partners) to be utilised across the partnership, particularly by GPs, and to link into emerging NHS digital applications being promoted nationally for patients.</p>	<p>The H4All Wellbeing Service has developed its own directory of services that is linked into both the Council's 'Marketplace' - an online directory of local care and support services and the NHS directory of health services. The development of a single directory has not proved feasible. In addition, there has been a pause in the introduction of NHS digital applications since the withdrawal of the Health Help Now APP.</p>	<p>The H4All wellbeing service, on behalf of HHCP, still maintains its own directory of local service which is used in neighbourhood teams and shared with the Council to complement the directory of care and support services (see: <a href="#">Home   Hillingdon Directory</a>).</p> <p>More widely, we understand the North West London Clinical Commissioning Group (NWL CCG) is looking to procure a single system of directory of services for across North West London. It is not yet clear whether this will be linked to digital applications, which over the last 18 months or so have been developed to respond to the pandemic.</p>
<p><b>RECOMMENDATION 2</b> That Hillingdon Health and Care Partners work with the Citizens Advice Bureau (CAB) to explore the simplification of processes in relation to GP referrals to CAB services.</p>	<p>Since the onset of the pandemic, ways of working in GP practices have changed considerably, with the result that face-to-face consultations are kept to a minimum to reduce the risk of infection. The scope for referral to CAB services comes not necessarily directly through the practices but more through the key work role undertaken by the H4All Wellbeing Service. Key workers are attached to each of the Neighbourhood Teams (see</p>	<p>GP practices are still responding to the changing phases of the pandemic. Face to face consultations have resumed but digital consultations have enabled a greater volume of patients to have contact with their GPs. The H4All Wellbeing Service, through its key workers within neighbourhood teams, continues to signpost to partner organisations including CAB.</p>

		below for definitions). One of the roles of the key worker is to sign-post to other organisations where appropriate to meet need and this would include the CAB.	
	<p><b>RECOMMENDATION 3</b>  <b>That Hillingdon Health and Care Partners improve signposting for patients to CAB services and to emerging digital applications via information screens in GP surgeries.</b></p>	All GP surgeries now have information screens, but the pandemic has led to a change in working practices to reduce the number of face-to-face visits. As a result, this action is not relevant at the current time. However, please see the response to recommendation 2 above.	As previously reported, whilst GP practices do have information screens in their surgeries, the reduction in face-to-face appointments, in favour of greater volume afforded by digital approaches, means that their importance is now less.
	<p><b>RECOMMENDATION 4</b>  <b>That Cabinet requests Adult Social Care officers make available information sessions to the emerging Neighbourhood Teams on the scope of the Council's Adult Social Care duties.</b></p>	<i>Completed.</i> Adult Social Care attended a range of meetings with the Neighbourhood Teams in June and July 2019 to clarify the scope of the Council's responsibility and duties under the Care Act, 2014.	<i>Completed as per the previous update.</i>
	<p><b>RECOMMENDATION 5</b>  <b>That Hillingdon Health and Care partners explore affordable options to enable homecare to be triaged and deployed more flexibly by the Neighbourhood Teams to support the independence of residents and prevent GP visits and hospital admissions that are avoidable.</b></p>	The mechanism to enable this to happen was included within a homecare tender that was undertaken in 2019/20. Implementation has been delayed by the impact of the pandemic. However, an application for NHSE funding to facilitate implementation was successful and mobilisation arrangements are in progress.	Applying the facility within the new specialist homecare contract is going to require a combination of funding and a new way of working which is being considered as part of the Neighbourhood Team development programme.  A process for identifying need and accessing care for people attending Hillingdon Hospital has been agreed to avoid unnecessary admissions.

	<p><b>RECOMMENDATION 6</b>  <b>That Cabinet welcomes the pilot work by Council officers to streamline GP administrative procedures in relation to patient requests for medical information to support their housing assessments, and requests that this be rolled out across the Borough.</b></p>	<p>Officers from the Council met with Dr Suri &amp; Dr Sira and provisionally agreed a process for requests for information that will significantly reduce the administration required by GPs and will enable the administrative staff within the surgeries to process the requests.</p> <p>Requests for information would be sent from the Council’s Housing Service directly to the individual surgeries through the housing team’s generic email address (which would include a client consent form and up to date contact details for the client).</p> <p>The request would specify the information that would be required which it is hoped would be able to be pulled from the surgery’s IT database. Before the information would be sent back to the Council, it would be shared with the resident (also via email) to confirm that it could be sent back to the Council.</p> <p>It is thought that by sending the information to the resident it will not need to be assessed by a GP before it is sent and it would allow the resident to have full sight of the record before the Council is provided with it. It was agreed that this process would be done by email</p>	<p>Officers from the Council met with Dr Suri &amp; Dr Sira and provisionally agreed a process for requests for information that will significantly reduce the administration required by GP's and will enable the administrative staff within the surgeries to process the requests. Unfortunately, since the initial meeting progress has not been made in putting this into operation. The Housing Team have made contact with Dr Suri &amp; Dr Sira to request a meeting to resolve any outstanding concerns with the process and to put this into practice as soon as possible.</p>
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		<p>except were the resident does not have access to an email account and then it will be sent via letter.</p> <p>Dr Suri &amp; Dr Sira will be discussing this approach with all Hillingdon surgeries in order to take forward and raise any concerns with this approach.</p> <p>Unfortunately, since the initial meeting, as set out above, progress has not been made in putting this into operation. The Housing Team will therefore be contacting Dr Suri &amp; Dr Sira in order to put it into practice as soon as possible. A further update will then be provided to the External Services Select Committee.</p>	
	<p><b>RECOMMENDATION 7</b>  <b>That planning officers be asked to notify Hillingdon CCG when processing any planning applications relating to accommodation for the elderly that are subject to CIL.</b></p>	<p>Officers have sought to identify planning applications which, as per the ESSC's recommendation, involve accommodation for the elderly and then consulted the CCG. This was applied with respect to major planning applications and has involved the following two major development proposals being subject to written consultation of the CCG for their views (such that they were able to either comment on the applications or simply note the nature of the submissions to then inform healthcare planning):</p>	<p>Officers have confirmed that the CCG are being consulted on major planning applications relating to accommodation for elderly care. Updates are given below on the two planning applications mentioned in the last update.</p> <p><b>SEYMOUR HOUSE 30-38, CHESTER ROAD NORTHWOOD</b> - This planning application was refused planning permission on 2nd February 2021 by Hillingdon planning department.</p>

**SEYMOUR HOUSE 30-38, CHESTER ROAD NORTHWOOD** *Erection of 29-bed residential care home (Use Class C2) on land at Nos. 30-32 Chester Road and the change of use of three existing rear bedrooms to storage and ancillary rooms to No. 34 Chester Road.*

**LAND OFF HAREFIELD ROAD (Halfords/Wickes site adjacent to Uxbridge Police Station), UXBRIDGE** *Comprehensive redevelopment of the site comprising demolition of existing buildings to provide residential care accommodation (Use Class C2), cafe and nursery (Use Class E) in buildings up to 8 storeys, car parking, landscaping and associated works.*

*Detailed Description: 194 units (66x1 bed units, 123x2 bed units and 5x3 bed) together with integrated nursing care and associated communal and support services including ancillary communal, care and well-being facilities including a restaurant, cafe/bar and wellness centre/gym and a 313 sq.m children's nursery.*

At the time of writing, neither planning application has been determined, as both applications were lodged in late 2020,

The NHS were consulted on this planning application on 16th December 2020. No comments were received from the NHS on this application prior to its determination in February 2021.

The applicant appealed against the Councils decision to the Planning Inspectorate. On 3rd September 2021, the Planning Inspectorate allowed this development proposal and it is therefore likely to be implemented over the next 3 years.

**LAND OFF HAREFIELD ROAD (Halfords/Wickes site adjacent to Uxbridge Police Station), UXBRIDGE** - This planning application has been recommended for Approval by the Planning Department and the Major Applications planning committee in June 2021. The application is a strategic application which is referable to the Mayor of London and is now with the Mayor for his consideration. Once a response is received from the Mayor of London and the legal agreement on the site is completed, a final Decision Notice can be released which will formally grant planning permission for the development on this site.

		rather than earlier in the year, hence we do not know if they will impact upon future healthcare provision.	During this planning application, the NHS were consulted and did engage with the Planning department. The NHS assisted the Council to secure £900,229 in S106 planning obligations towards the provision of health facilities within Hillingdon.
	<p><b>RECOMMENDATION 8</b>  <b>That Cabinet note that the External Services Select Committee will continue to closely monitor any implementation of the above recommendations, along with GP training programmes and the recruitment of new GPs, particularly in the South of the Borough.</b></p>	<p>The pandemic has had a significant impact on all planned GP training programmes for 2020/21. However, subject to the progress of the pandemic, it is hoped to restart these in the coming months. Recruitment in the south of the Borough also continues to be an issue, but there are a range of initiatives in place to support recruitment and retention of GPs and these include:</p> <ul style="list-style-type: none"> <li>• <i>Training Hub</i> - A training hub has been established and is led by the Confederation. This is responsible for all training for GP practices and the NHS workforce in Hillingdon. It also leads on all work-based placements and placing students within the Borough for GPs, nurses and apprenticeships. The training hub will shortly also be accountable for all PCN learning environments and ensuring training practices have resources and support in place.</li> </ul>	<p>The pandemic continued to have a significant impact on all planned training programmes during 2021.</p> <ul style="list-style-type: none"> <li>• <i>Training Hub</i> - The Training Hub is now established and, in addition to activities previously reported, it is now leading on all Neighbourhood Team learning.</li> <li>• <i>Hillingdon Young Practitioner's Group</i> – Due to a lack of funding, this group closed on 31st July 2021. In order to continue a support package for trainee GPs, NWL CCG are utilising the SPIN Fellowship programme. The CCG now have two GP Fellows working within the Training Hub with a medical education portfolio. The fellows will take on and continue the support for GP trainees in Hillingdon</li> </ul>

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|  | <ul style="list-style-type: none"> <li>• <i>Hillingdon Young Practitioner Group</i> - This was re-established in January 2021. It will be supporting new GPs in Hillingdon and will provide professional supervision. This Group will meet monthly with the first session taking place in February and, so far, 4 GPs have signed up.</li> <li>• <i>Mentor and Buddy Schemes</i> – Led by experienced GPs, these are intended to support new and existing GPs and, at present, there are: <ul style="list-style-type: none"> <li>▪ 5 x Mentors supporting 9 x Mentees; and</li> <li>▪ 11 x Buddies supporting 7 x Budders</li> </ul> </li> <li>• <i>SPIN Training</i> - These are extended training courses open to those who have completed GP training as well as GPs within their first five years of their career. Four courses will have been delivered during 2020/21.</li> <li>• <i>Fellowship Programmes</i> – This is a one-year programme that, subject to funding, will be extended into 2021/22 and includes sessions for specific career development in a range of options, e.g., quality improvement, frailty, cancer, etc.</li> </ul> | <ul style="list-style-type: none"> <li>• <i>Mentor and Buddy schemes</i> – Due to pandemic pressures, redeployment and staff capacity, uptake for the mentor and buddy schemes was not as high as had been hoped. At present, for the mentor scheme, 10 spaces were allocated of which 4 taken up. For the buddy scheme, 10 spaces were allocated of which 3 were taken up.</li> <li>• <i>SPIN Fellowship Programmes</i> – At present, there are 4 SPIN Fellowships taking place (3 first year Fellows and 1 second year Fellow). Two of the SPIN Fellows are working with the Confederation Training Hub Team offering Medical Education portfolios, one is working with the Hillingdon Hospital doing a Frailty Portfolio and one is returning for a second year working with the Confederation as a Fellow offering a young people portfolio. There has been interest from 2 other GPs who are currently being liaised with to identify practices for them to work in.</li> </ul> |
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**Key**

**Clinically Extremely Vulnerable (CEV) List:** A person will be on the CEV list if they have one or more of a range of medical conditions, e.g., certain cancers, respiratory conditions, immune deficiency conditions, or are deemed by their GP to be at serious risk should they contract Covid-19. The list is developed by the Primary Care Networks and held by the CCG.

**Neighbourhood Teams** Neighbourhood Teams (NTs) are multidisciplinary teams but with a core team of GPs, community staff, social care staff and health and wellbeing officers and wider third sector staff, mental health professionals, practice staff and acute consultants.

There are 6 NTs in Hillingdon aligned to the PCNs. Each team is supporting a population of between 30 and 50,000. The NTs identify and manage 15% of people within their population at greatest risk of future hospital admission or attendance.

At risk people are identified through:

- Use of risk stratification tools.
- Intelligence gathering from health and care providers.

Frequent user information from the ambulance service and acute hospital

**Primary Care Network (PCN)** PCNs are collaborations of GP practices serving a total population of between 30 and 50,000 people. Each PCN has a clinical director and must agree a collective system of governance, including identification of the lead practice for accepting funding.

Practices within a PCN must collectively decide which one will lead on enhanced services, such as extended opening or support for care homes.

The PCN workforce will include a pharmacist and social prescribing link workers in addition to a clinical director.

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## EXTERNAL SERVICES SELECT COMMITTEE - HILLINGDON HOSPITAL REDEVELOPMENT

<b>Committee name</b>	External Services Select Committee
<b>Officer reporting</b>	Jason Seez, The Hillingdon Hospitals NHS Foundation Trust
<b>Papers with report</b>	None
<b>Ward</b>	n/a

### HEADLINES

To provide the Committee with an update on the progress of the Hillingdon Hospital redevelopment project.

**RECOMMENDATION: That the Hillingdon Hospital redevelopment update be noted.**

### SUPPORTING INFORMATION

#### Context

The vision for the Hillingdon Hospital redevelopment is to provide a state-of-the-art new hospital for the residents of Hillingdon, and beyond, which supports the very best in delivery of healthcare. Plans for the new Hillingdon Hospital involve:

- The same mix of services that are currently available at Hillingdon Hospital
- A new hospital built on the existing site, adjacent to the current hospital
- The current hospital remaining open during construction of the new hospital

The Trust must follow the HM Treasury's Green Book business case process to justify the significant public investment in the estate and to show that all options have been considered and the best option selected. The Green Book has three stages, which are Strategic Outline Case, Outline Business Case and Full Business Case.

The Strategic Outline Case for the redevelopment of Hillingdon Hospital was approved by regulators and by Department of Health and Social Care Ministers in February 2021, following approval by the Department of Health and Social Care and NHS England / Improvement Joint Investment Committee in October 2020. The Trust has subsequently commenced development of the Outline Business Case.

This paper provides the Hillingdon External Services Select Committee with an overview of progress since the last detailed report provided in April 2021 and high-level progress update provided in October 2021.

#### Overview of progress

The NHS England / Improvement and Department of Health and Social Care New Hospital Programme, set up to oversee investment in new hospitals across the country and to support Trusts to deliver on key Treasury priorities, has positioned the Trust as one of eight pathfinder

schemes. The pathfinder schemes are larger and more complex schemes whose plans are relatively advanced. The pathfinder schemes will incorporate elements of standardisation to deliver better and more efficient design and delivery and will be key in developing wider guidance that can be applied to future new hospital schemes.

The Trust has continued to develop the Outline Business Case for the new Hillingdon Hospital at pace, working in partnership at a local Hillingdon, North West London system and at a national level. Key activities include:

- Positive engagement with the London Borough of Hillingdon planning authority, with five detailed sessions held to develop the Planning Performance Agreement.
- Continued development of the designs for the new hospital with the Trust's clinical and operational teams, taking account of the recommendations and emerging priorities of the New Hospital Programme, comments from the planning authority and feedback from staff and public engagement.
- Development of the Trust estates strategy through consultation with key partners, ensuring alignment with the North West London estates strategy.
- Development of a workforce plan in collaboration with clinical and operational teams.
- Refreshing of the clinical services strategy, in partnership with colleagues at both a Hillingdon place and North West London system level.
- Continued partnership work with Hillingdon Health and Care Partners to ensure that plans are aligned across the hospital and community services.<sup>1</sup>
- Extensive engagement reaching a wide cross section of the community, including public and staff webinars, patient focus groups, and targeted advertising on social media.
- Extensive engagement with the New Hospital Programme to inform the whole national programme business case.

## **Design development**

The Trust has made good progress in the development of the designs for the new Hillingdon Hospital, in preparation for the submission of the planning application in April 2022 and subsequent submission of the Outline Business Case.

1:500 scale design drawings have been completed. These outline the floor-by-floor layout of the new Hillingdon Hospital, identifying the key clinical adjacencies and showing where different rooms and elements such as lifts are, but not the detail within those rooms. The 1:200 scale design drawings are now well progressed, which are the next stage of scale drawings where more of the internal detail of the new hospital layout and departmental adjacencies are shown. Three rounds of 1:200 design meetings have now taken place with the Trust's clinical and operational teams to support the finalisation of the 1:200 designs by February 2022.

The design of the new hospital is therefore now reaching a stage where it can be incorporated within the Outline Business Case and continues to reflect patient and public feedback and meet the requirements of the planning authority, New Hospital Programme and the Trust's clinical and operational needs.

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<sup>1</sup> Hillingdon Health and Care Partners bring together hospital services, GPs, community and third sector services and works closely with the local authority and academia to provide more seamless care for adults in Hillingdon, with the aim of preventing hospital admissions and with an increased emphasis on co-ordinated care and proactive care planning.

## **Planning application**

Since the last update to the Hillingdon External Services Select Committee in October 2021, the fifth pre-planning application meeting has been held with the London Borough of Hillingdon, which took place on 2 December 2021. This considered the new hospital design, landscaping, townscape and visual impact, townscape views, transport, and timescales. Overall, feedback on the new hospital design has been positive and receipt of a pre application advice letter is expected imminently.

Specialist workshops on key topics such as flooding, materials, landscaping and energy are being convened with the London Borough of Hillingdon for January and February 2022 to support in addressing any outstanding queries and the Trust will continue to work with the planning authority to address all feedback ahead of submitting the planning application.

## **Communications and engagement**

The Trust launched a public exhibition on 22 June 2021, which ran for a period of just over eight weeks to provide the public with the opportunity to review the emerging plans for the new Hillingdon Hospital from a building design perspective and provide feedback to support in shaping plans and to inform the planning application submission. The exhibition considered, for example, the location of the hospital, clinical improvements that drive the design, transport links, car parking, sustainability and construction.

The public exhibition led to over 30,000 people visiting the exhibition online and 360 people completing detailed feedback forms. The Trust created a range of digital products, held online webinars and utilised Facebook advertising that reached around 30,000 residents. As Covid-19 restrictions were lifted, in-person engagement was also undertaken, which boosted engagement considerably.

Feedback has been provided from a good cross section of the community and has been used to improve plans for the new Hillingdon Hospital in a variety of ways. For example:

- During engagement on paediatric services, there was a resounding wish for a specific teenage and young adult facility, which will now be incorporated into the design.
- The majority of people heard from favoured single rooms when admitted to maternity facilities. This is being reflected in an increased number of single rooms in this department. The advantages of access to light and fresh air were also highlighted in feedback. In response, the maternity area is being developed with access to an outside terrace.
- Feedback suggested a requirement for separate lifts so that patients coming out of surgery are not sharing with visitors to the hospital, which is being incorporated into the design.

Since the exhibition ended, the Trust has continued to undertake extensive engagement. Public facing products such as updated FAQs based on the feedback from the exhibition have been developed, and some of the more popular questions have been turned into short videos available on the hospital's redevelopment YouTube channel.

Engagement and communications are always ongoing and we have developed a detailed communications and engagement plan. This has a wide range of actions including events to target specific patient and demographic groups that the Trust needs to hear more from, the development of digital products (including videos, graphics, newsletters and new content for the redevelopment website), sharing examples of where feedback has helped shape plans publicly

with our stakeholders, and setting up a public roadshow. We will also work with local charities and patients groups to hold focus groups and other small events to get detailed feedback on plans for the new hospital.

### **Next steps**

The Trust is working towards submission of a Planning Application in April 2022 and finalisation of the Outline Business Case for review and approval by the Trust Board in June 2022, with submission to regulators for approval thereafter. The timeline for completion and submission of the Outline Business Case remains indicative at this point, subject to further discussion and agreement with the New Hospital Programme team.

## EXTERNAL SERVICES SELECT COMMITTEE - WORK PROGRAMME

<b>Committee name</b>	External Services Select Committee
<b>Officer reporting</b>	Nikki O'Halloran, Corporate Services and Transformation
<b>Papers with report</b>	Appendix A – Work Programme
<b>Ward</b>	n/a

### HEADLINES

To enable the Committee to track the progress of its work and forward plan.

**RECOMMENDATION: That the External Services Select Committee considers the Work Programme at Appendix A and agrees any additions or amendments.**

### SUPPORTING INFORMATION

1. Committee meetings will usually start at 6.30pm. Should the need arise, the Committee will be able to vary the start time on an ad hoc basis.
2. The meeting dates for the 2021/2022 municipal year were agreed by Council on 25 February 2021 and are as follows:

Meetings	Room
Wednesday 16 June 2021, 6.30pm	CR6
Tuesday 20 July 2021, 6.30pm	CR6
Wednesday 15 September 2021, 6.30pm	CR6
Thursday 7 October 2021, 6.30pm	CR6
Tuesday 23 November 2021, 6.30pm	CR6
Thursday 27 January 2022, 6.30pm	CR5
Tuesday 22 February 2022, 6.30pm	CR5
Tuesday 22 March 2022, 6.30pm	CR5
Wednesday 27 April 2022, 6.30pm	CR6

### Live Broadcasting of Meetings

3. It should be noted that Cabinet, at its meeting on 30 May 2019, agreed that all future select committee meetings would be broadcast live on YouTube. As such, all formal External Services Select Committee meetings will be broadcast live.

### Topics to be Scheduled into the Work Programme

4. To fulfil its statutory health scrutiny role, it should be noted that the Committee is required to meet with the local health trusts at least twice each year. To fulfil its statutory role to scrutinise the local crime and disorder reduction partnership (CDRP), the Committee is also required to scrutinise the work of the Safer Hillingdon Partnership (SHP).

5. At its meeting on 23 November 2021, the Committee agreed to add palliative care to the list of possible major review or single meeting topics for consideration in the 2022/2023 municipal year.

## **BACKGROUND PAPERS**

None.

**EXTERNAL SERVICES SELECT COMMITTEE  
WORK PROGRAMME**

*NB – all meetings start at 6.30pm in the Civic Centre unless otherwise indicated.*

*Shading indicates completed meetings*

Meeting Date	Agenda Item
<p>8 September 2020</p> <p><b>Report Deadline:</b> 3pm Thursday 27 August 2020</p> <p><i>Previously scheduled for 2 September 2020</i></p>	<p><b>Crime &amp; Disorder</b> To scrutinise the issue of crime and disorder in the Borough:</p> <ol style="list-style-type: none"> <li>1. London Borough of Hillingdon</li> <li>2. Metropolitan Police Service (MPS)</li> <li>3. Safer Neighbourhoods Team (SNT)</li> </ol> <p><b>Hillingdon Hospital Development Update</b> To receive an update on the progress of proposals for a new Hillingdon Hospital.</p>
<p>8 October 2020</p> <p><b>Report Deadline:</b> 3pm Monday 28 September 2020</p>	<p><b>Mount Vernon Cancer Centre Update</b> To receive an update on the progress of the review of the services provided at Mount Vernon Cancer Centre.</p>
<p>10 November 2020</p> <p><b>Report Deadline:</b> 3pm Thursday 29 October 2020</p>	<p><b>Health</b> Performance updates and updates on significant issues:</p> <ol style="list-style-type: none"> <li>1. The Hillingdon Hospitals NHS Foundation Trust – CQC Inspection and Hospital Development</li> <li>2. Royal Brompton &amp; Harefield NHS Foundation Trust</li> <li>3. Central &amp; North West London NHS Foundation Trust</li> <li>4. The London Ambulance Service NHS Trust</li> <li>5. Public Health</li> <li>6. Hillingdon Clinical Commissioning Group</li> <li>7. Healthwatch Hillingdon</li> </ol>
<p>12 January 2021</p> <p><b>Report Deadline:</b> 3pm Wednesday 30 December 2020</p>	<p><b>Great Western Rail Line</b> Issues relating to British Transport Police, Network Rail and Crossrail.</p>

Meeting Date	Agenda Item
<p>9 February 2021</p> <p><b>Report Deadline:</b> 3pm Thursday 28 January 2021</p>	<p><b>Post Offices</b> An update on the provision post office services in the Borough.</p> <p><b>COVID-19 Vaccination Update</b> Members to receive an update on the roll out of the COVID-19 vaccination programme as well as information on BAME COVID-related deaths and hospital admissions.</p> <p><b>Update on the implementation of recommendations from previous scrutiny reviews:</b></p> <ul style="list-style-type: none"> <li>• GP Pressures</li> </ul> <p><b>SEPARATE BRIEFING NOTE REQUESTED FOR (to be circulated outside of meeting):</b></p> <ul style="list-style-type: none"> <li>• Hillingdon Clinical Commissioning Group (HCCG) – Update on the effectiveness of the flu vaccination programme</li> <li>• Hillingdon Hospital redevelopment update</li> </ul>
<p>23 March 2021</p> <p><b>Report Deadline:</b> 3pm Thursday 11 March 2021</p>	<p><b>Crime &amp; Disorder</b> To scrutinise the issue of crime and disorder in the Borough:</p> <ol style="list-style-type: none"> <li>1. London Borough of Hillingdon</li> <li>2. Metropolitan Police Service (MPS)</li> </ol>
<p>28 April 2021</p> <p><b>Report Deadline:</b> 3pm Thursday 15 April 2021</p>	<p><b>Mount Vernon Cancer Centre Review</b> Update on the review of services provided by the Mount Vernon Cancer Centre.</p> <p><b>The Hillingdon Hospitals NHS Foundation Trust (THH)</b> Update on performance and the infection prevention and control measures put in place at Hillingdon Hospital.</p> <p>Update on the development of the new hospital.</p>
<p>29 April 2021</p> <p><b>Report Deadline:</b> 3pm Friday 16 April 2021</p>	<p><b>Health</b> Performance updates and updates on significant issues:</p> <ol style="list-style-type: none"> <li>1. Central &amp; North West London NHS Foundation Trust</li> <li>2. The London Ambulance Service NHS Trust</li> <li>3. North West London Clinical Commissioning Group</li> <li>4. Hillingdon Health and Care Partners</li> <li>5. Healthwatch Hillingdon</li> </ol>
<p>16 June 2021</p> <p><b>Report Deadline:</b> 3pm Friday 4 June 2021</p>	<p><b>Children's Dental Services</b> Review of children's dental health services in the Borough (meeting 1 of 2).</p>

Meeting Date	Agenda Item
<p>20 July 2021</p> <p><b>Report Deadline:</b> 3pm Thursday 8 July 2021</p>	<p><b>Children’s Dental Services</b> Review of children’s dental health services in the Borough (meeting 2 of 2).</p> <p><b>Phlebotomy Services</b> To receive an update on phlebotomy services in Hillingdon.</p>
<p>15 September 2021</p> <p><b>Report Deadline:</b> 3pm Friday 3 September 2021</p>	<p><b>Crime &amp; Disorder</b> To scrutinise the issue of crime and disorder in the Borough, specifically: the coverage and effectiveness of OWL and Neighbourhood Watch in helping to achieve the targets as set out in the Safer Hillingdon Partnership (SHP) Plan.</p> <p><b>Children’s Dental Services</b> Consideration of the draft final report in relation to children’s oral health in Hillingdon.</p>
<p>7 October 2021</p> <p><b>Report Deadline:</b> 3pm Monday 27 September 2021</p>	<p><b>Mount Vernon Cancer Centre Review</b> Update on the review of services provided by the Mount Vernon Cancer Centre.</p> <p><b>Health Updates</b> Performance updates and updates on significant issues:</p> <ol style="list-style-type: none"> <li>1. The Hillingdon Hospitals NHS Foundation Trust</li> <li>2. Central &amp; North West London NHS Foundation Trust</li> <li>3. Royal Brompton and Harefield NHS Foundation Trust</li> <li>4. North West London Clinical Commissioning Group</li> <li>5. Hillingdon Health and Care Partners</li> <li>6. Local Medical Committee</li> <li>7. Healthwatch Hillingdon</li> </ol>
<p>23 November 2021</p> <p><b>Report Deadline:</b> 3pm Thursday 11 November 2021</p>	<p><b>Journalism &amp; Local Democracy</b> To scrutinise the role of journalism and internet forums in local democracy in Hillingdon.</p>
<p>27 January 2022</p> <p><b>Report Deadline:</b> 3pm Monday 17 January 2022</p>	<p><b>The Hillingdon Hospitals NHS Foundation Trust (THH)</b> Update on the development of the new hospital.</p> <p><b>Update on the implementation of recommendations from previous scrutiny reviews:</b></p> <ul style="list-style-type: none"> <li>• GP Pressures</li> </ul>
<p>22 February 2022</p> <p><b>Report Deadline:</b> 3pm Thursday 10 February 2022</p>	<p><b>Hillingdon Health &amp; Care Partnership (HHCP) / Integrated Care System (ICS)</b> To receive an update on the work and effectiveness of HHCP and the ICS.</p>

Meeting Date	Agenda Item
<p>22 March 2022</p> <p><b>Report Deadline:</b> 3pm Thursday 10 March 2022</p>	<p><b>Crime &amp; Disorder</b></p> <p>To scrutinise the work of the Safer Hillingdon Partnership, specifically:</p> <ol style="list-style-type: none"> <li>1. Metropolitan Police Service</li> <li>2. London Fire Brigade</li> </ol>
<p>27 April 2022</p> <p><b>Report Deadline:</b> 3pm Wednesday 13 April 2022</p>	<p><b>Health Updates</b></p> <p>Performance updates and updates on significant issues:</p> <ol style="list-style-type: none"> <li>1. The Hillingdon Hospitals NHS Foundation Trust</li> <li>2. Central &amp; North West London NHS Foundation Trust</li> <li>3. Royal Brompton and Harefield NHS Foundation Trust</li> <li>4. North West London Clinical Commissioning Group</li> <li>5. Hillingdon Health and Care Partners</li> <li>6. Local Medical Committee</li> <li>7. Healthwatch Hillingdon</li> </ol>
<p>June 2022</p> <p><b>Report Deadline:</b> TBA</p>	<p><b>CAMHS UPDATE</b></p> <p>To receive an update on a specific area of the service (to be determined).</p>

Possible future single meeting or major review topics and update reports
<ol style="list-style-type: none"> <li>1. Preventative health – this could be in relation to obesity, childhood immunisations, cancer screening, etc;</li> <li>2. Apprenticeships and adult learning;</li> <li>3. Environment Agency – work undertaken in Hillingdon with regard to river maintenance and upkeep (not canals or water treatment) to possibly include input from organisations such as Colne Valley Landscape Partnerships;</li> <li>4. Digital Connectivity – to scrutinise the issue of digital connectivity in the Borough with regard to the impact on the community and local economy, and assess community buy in to introducing a more advanced technology infrastructure; and</li> <li>5. Palliative care and hospice provision in the Borough.</li> </ol>