



HILLINGDON
LONDON



Annual Council

To all Members of the Council

Date: THURSDAY, 11 MAY 2023

Time: 7.30 PM

Venue: COUNCIL CHAMBER
CIVIC CENTRE, HIGH
STREET, UXBRIDGE

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

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Putting our residents first

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

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Agenda

Prayers

To be said by Pastor Tunde Balogun.

1 Apologies for Absence

2 Declarations of Interest

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

3 Election of Mayor 2023/2024

To elect a Mayor of the London Borough of Hillingdon to hold office from 11 May 2023 until his or her successor becomes entitled to act as Mayor.

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

Adjournment for the robing of the new Mayor

4 Acceptance of Office by The Mayor

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

5 Appointment of Deputy Mayor

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

6 New Mayor's Announcements

To receive announcements from the new Mayor.

7 Vote of Thanks to the Outgoing Mayor

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

8 Report of the Head of Democratic Services

- | | | |
|-----------|--|--------|
| 9 | Committee Allocations and Membership 2023/2024
To determine the number and size of Council Committees and allocate Members to serve on those committees based on the political balance of the Council where required. | 3 - 6 |
| 10 | Select Committees Annual Report
To receive the annual report. | 7 - 40 |
| 11 | Statement by the Leader of the Council
In accordance with the provisions of the Constitution, to receive, without comment, a statement from the Leader of the Council. | |

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

REPORT OF THE HEAD OF DEMOCRATIC SERVICES

8.1 APPOINTMENT OF CABINET

Members are asked to note the appointment by the Leader of the Council of the Deputy Leader and Cabinet for 2023/24 as follows:

Position/Portfolio	Councillor
Deputy Leader, Property, Highways & Transport	Bianco
Finance	Goddard
Children, Families and Education	O'Brien
Health & Social Care	Palmer
Residents' Services	Lavery
Corporate Services	D.Mills

8.2 REVIEW OF COUNCIL CONSTITUTION

1. Background

- 1.1 The Constitution of the London Borough of Hillingdon sets out how the Council is governed and operates, the various roles of the elected Members, how decisions are made and the procedures which are followed to ensure that everything the Council does is efficient, transparent, accountable, done with integrity and engages residents in the way it does business.
- 1.2 Many of the Council's constitutional procedures are required by law, whilst others are a matter of local choice. Council regularly reviews the Constitution to ensure it meets local priorities and legislative changes.

RECOMMENDATION: That the recommendation of the Appointments Committee regarding the new definition of 'Chief Officer', be approved and the Constitution be updated accordingly.

2. Information

- 2.1 The Appointments Committee at its meeting on 9 March 2023 considered and approved a review of the pay structure for the organisation's Chief Officer grades and Corporate Director grades.
- 2.2 In doing so, the Committee approved a new definition of 'Chief Officer' to ensure that those posts falling within this category truly reflected the seniority of the role and merited the payment under the revised Chief Officer pay scales.
- 2.3 The effect has been to reduce the number of Chief Officer posts from 58 to 18 with a new category of 'Heads of Service / Technical Specialist' introduced for those posts no longer defined as 'Chief Officer'.
- 2.4 The new definition of a Chief Officer will be as follows:

- (a) 'Chief Officer' is:-
- (i) A person occupying a post which is remunerated in line with the Chief Officer pay scales (Exec' 1, 2 or 3 or the CEO pay scale);
 - (ii) a person for whom the Council's Chief Executive is directly responsible and includes the statutory Chief Officers;
 - (iii) a person who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Council's Chief Executive; and
 - (iv) any person who, as respects all or most of the duties of **their** ~~his~~ post, is required to report directly or is directly accountable to the Council itself or any Committee or Sub-Committee of the Council.

3. FINANCIAL IMPLICATIONS

There are no financial implications arising directly out of this report.

4. LEGAL IMPLICATIONS

Under the terms of the Constitution, it is for full Council to decide whether to approve the proposed Constitution.

BACKGROUND PAPERS: [Council constitution and delegations - Hillingdon Council](#)

ORDINARY COMMITTEES 2023/24

FINANCE AND CORPORATE SERVICES SELECT COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Riley (Proposed Chairman)	Mathers (Lead)
Bridges (Proposed Vice-Chairman)	Garg
Banerjee	Mand
Bhatt	

HEALTH AND SOCIAL CARE SELECT COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Denys (Proposed Chairman)	Punja (Lead)
Corthorne (Proposed Vice-Chairman)	Burles
Bennett	Nelson
Chamdal (Reeta)	

RESIDENTS' SERVICES SELECT COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Bridges (Proposed Chairman)	Farley (Lead)
Sullivan (Proposed Vice-Chairman)	Gardner
Gohil	Punja
Smallwood	

PROPERTY, HIGHWAYS AND TRANSPORT SELECT COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Burrows (Proposed Chairman)	Money (Lead)
Tuckwell (Proposed Vice-Chairman)	Kaur
Chapman	Garelick
Davies	

CHILDREN, FAMILIES AND EDUCATION SELECT COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Makwana (Proposed Chairman)	Sweeting (Lead)
Haggar (Proposed Vice-Chairman)	Gill
Bhatt	Judge
Smallwood	

Other Voting Members (for education related items only):

Parent Governor (2-5)	Vacant
Church of England Diocesan Representative	Vacant
Roman Catholic Diocesan representative	Anthony Little

SUBSTITUTES FOR SELECT COMMITTEES ARE ALL COUNCILLORS EXCEPT THOSE IN THE CABINET

MAJOR APPLICATION PLANNING COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Tuckwell (Proposed Chairman)	Dhot
Bennett (Proposed Vice-Chairman)	Garellick
Chamdal (Roy)	Gill
Corthorne	

BOROUGH PLANNING COMMITTEE: 7 (4-3)

CONSERVATIVE	LABOUR
Higgins (Proposed Chairman)	Sansarpuri
Davies (Proposed Vice-Chairman)	Mand
Choubedar	Singh
Gohil	

(ALL PLANNING COMMITTEE MEMBERS AND ALL MEMBERS THAT HAVE RECEIVED APPROPRIATE PLANNING TRAINING TO BE SUBSTITUTES FOR BOTH COMMITTEES- EXCEPT CABINET MEMBERS)

PENSIONS COMMITTEE: 5 (2-3)

CONSERVATIVE	LABOUR
Banerjee	Mathers (Proposed Chairman)
Riley	Burles (Proposed Vice-Chairman)
	Islam
Substitutes	Substitutes
Chapman	Mand
Higgins	

APPOINTMENTS COMMITTEE: 3 (2-1)

CONSERVATIVE	LABOUR
Edwards (Proposed Chairman)	Curling
Bianco (Proposed Vice-Chairman)	
Substitutes	Substitutes
All remaining Cabinet members - to be appointed dependent upon into which Cabinet portfolio the post(s) being interviewed falls	Farley
	Mathers
	Money
	Sweeting

REGISTRATION & APPEALS COMMITTEE: 5 (3-2)

CONSERVATIVE	LABOUR
Burrows (Proposed Chairman)	Money
Riley (Proposed Vice-Chairman)	Sweeting
Makwana	
Substitutes	Substitutes
All non-Cabinet members	All Labour Members

CABINET MEMBERS MAY BE MEMBERS OF THE TWO SUB-COMMITTEES SHOWN BELOW, BUT NO CABINET MEMBERS SHOULD SIT AS MEMBERS OF THE MAIN REGISTRATION AND APPEALS COMMITTEE

APPEALS SUB-COMMITTEE (SENIOR OFFICER): 3 (2-1)

CONSERVATIVE	LABOUR
Membership to be appointed by Group Leaders as required.	

GRIEVANCE SUB-COMMITTEE (SENIOR OFFICER): 3 (2-1)

CONSERVATIVE	LABOUR
Membership to be appointed by Group Leaders as required.	

OTHER COMMITTEES / PANELS

(OUTSIDE THE OVERALL CALCULATION BUT ALLOCATED ON THE BASIS OF OVERALL POLITICAL BALANCE)

STANDARDS COMMITTEE: 5 (3-2)

CONSERVATIVE	LABOUR
Bridges (Proposed Chairman)	Nelson
Tuckwell (Proposed Vice-Chairman)	Gill
Denys	
Substitutes	Substitutes
Riley	Mathers

Non-voting Independent Person:

Graeme Armour (until July 2026)

AUDIT COMMITTEE: 5 (3-2)

Independent Member:

John Chesshire (Chairman)

CONSERVATIVE	LABOUR
Chamdal (Reeta) (Proposed Vice Chairman)	Burles
Denys	Nelson
Higgins	
Substitutes	Substitutes
Bhatt	Farley
Riley	

NO MEMBER OF CABINET MAY SIT ON AUDIT COMMITTEE.

LICENSING COMMITTEE: 10 (6-4)

CONSERVATIVE	LABOUR
Chamdal (Roy) (Proposed Chairman)	Farley
Davies (Proposed Vice-Chairman)	Gardner
Chamdal (Reeta)	Lakhmana
Haggar	Nelson-West
Smallwood	
Sullivan	

N.B. NO SUBSTITUTES ALLOWED FOR LICENSING COMMITTEE

LICENSING SUB-COMMITTEE (2-1)

The sub-committee to comprise three Members of the Licensing Committee (2 Conservative and 1 Labour) selected on a rota basis from the membership of the Licensing Committee. Meetings of the Sub-Committee must be chaired by the Chairman of the Licensing Committee, when available.

HEALTH AND WELLBEING BOARD: *Outside of the overall calculation and subject to the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013.*

(as amended at full Council July 2022):

The membership of the Board shall comprise:

- 1) Cabinet Member for Health and Social Care (Co-Chairman)
- 2) Hillingdon Health and Care Partners Managing Director (Co-Chairman)
- 3) Cabinet Member for Children, Families & Education (Vice-Chairman)
- 4) LBH Chief Executive
- 5) LBH Executive Director Adult Services and Health
- 6) LBH Executive Director Children and Young People's Services
- 7) LBH Director, Public Health
- 8) NWL ICS - Hillingdon Board representative
- 9) NWL ICS - nominated lead
- 10) Central and North West London NHS Foundation Trust - nominated lead
- 11) The Hillingdon Hospitals NHS Foundation Trust Chief Executive
- 12) Healthwatch Hillingdon - nominated lead
- 13) Royal Brompton and Harefield NHS Foundation Trust - nominated lead
- 14) Hillingdon GP Confederation - nominated lead

Co-Chairmen

The Board shall be co-chaired by the Cabinet Member for Health and Social Care and the Managing Director of Hillingdon Health and Care Partners. The Vice Chairman of the Board shall be the Cabinet Member for Children, Families & Education. Only one Co-Chairman may chair a meeting, and this will be determined at the start of each meeting. Should both Co-Chairmen be unavailable to chair, the meeting will be chaired by the Vice Chairman.

Annual Report of the Select Committees

2022 - 2023



Introduction

Fundamental to Hillingdon Council's governance is the close alignment of its select committees with the Cabinet and officer directorates. This gives strong accountability to the Council's democratic and decision-making process. Cabinet makes the decisions and sets the policy and direction of the Council; Select Committees provide transparent oversight and scrutiny of services and Officer Directorates advise on and implement the decisions made.

In May 2022, the Council further refreshed its select committee arrangements to undertake this important statutory responsibility. A key change this Municipal Year, was the abolition of the External Services Select Committee, and merger of its external crime and disorder, health and public utility scrutiny functions across newly named cross-cutting select committees set out below:



In summary, the purpose of Hillingdon's select committees is to:

- Assist in the development of Council policy;
- Question and evaluate the actions of the Cabinet before and after decisions are taken;
- Have the power to make reports and recommendations on such matters;
- Scrutinise, externally, local health services and crime and disorder reduction.

Councillors have continued to perform their role monitoring and reviewing both council and external services in the best interests of Hillingdon residents. The committees are in the process of completing a number of major policy reviews this year which have raised important recommendations to move services and the Borough forward. This year, there has also been excellent witness and service user participation throughout. This annual report provides an opportunity to note the breadth of activity and achievements of overview and scrutiny in Hillingdon during the 2022/23 Municipal Year. Such focus will, no doubt, continue into 2023/24. On behalf of the Committee Chairmen, this annual report is commended to Council on 11 May 2023.

How select committees work

Select committees are responsible for monitoring council services and recommending changes to Cabinet on a range of areas to shape future policy direction, along with the statutory call-in power. Select committees are also responsible for holding to account and reviewing those services provided by other public agencies, primarily the local NHS and Police services.

All committees undertake their role through a multi-year work programme of activities which may include single meeting or in-depth policy reviews on specific topics of community and resident importance. These reviews provide the opportunity to directly engage with resident stakeholders, local interest groups and experts to help shape and drive improvement in local public services.

Committees are able to request information reports on particular matters of resident interest, which are ably reviewed through the valuable insight of local councillors. Committees also provide comments on reports to Cabinet for decision and input into Cabinet's annual budget proposals before they are approved by Council each year. These committees, therefore, play a vital role in ensuring that the Council continues to provide high quality, value-for-money services, putting Hillingdon residents first.

The Council's corporate parenting responsibilities are also an integral part within Hillingdon's overview and scrutiny arrangements. The Corporate Parenting Panel actively engages young people in the development of council services, ultimately with a direct line to the decision-making Cabinet.

All select committee meetings are broadcast live on the Council's YouTube channel to increase democratic awareness of overview and scrutiny. Along with live broadcasting, Democratic Services Officers provide the professional support, research and advice to councillors on the select committees, both in and outside meetings.



Constitutional compliance 2022/23

Budget and Policy Framework consultees

Select committees are required to be consulted on any budget and policy framework document prepared by the Cabinet for public consultation. In 2022, all Select Committees were consulted on the development of the new Council Strategy 2022-26, feeding into this important final document adopted by full Council in November 2022. Furthermore, the Residents Services' Select Committee considered the Statement of Gambling Policy before its adoption in January 2023. All select committees were consulted on the Cabinet's budget proposals for 2023/24 and provided comments.

Councillor Calls for Action

Under the Local Government and Public Involvement in Health Act 2007, select committees can consider 'Councillor Calls for Action' submissions. This power enables any councillor to ask for a discussion at the relevant committee on a local issue where all other methods of resolution have been exhausted. Democratic Services can confirm that no such Calls for Actions have been requested and thereby considered during 2022/23. This is in large part due to the well-established resident petitions scheme in place within Hillingdon, as an alternate democratic mechanism.

Protocol on Scrutiny & Cabinet relations

Following the publication of Statutory Scrutiny Guidance in 2019, Councillors reviewed the overview and scrutiny arrangements and adopted a new Protocol on Scrutiny & Cabinet relations, setting out how these two key arms of the Council's governance arrangements work well together. The Statutory Scrutiny Officer can report there has been good compliance with this protocol during the 2022/23 Municipal Year.

Scrutiny call-ins

All select committees have a statutory duty to scrutinise executive decisions that have been taken but have not yet been implemented. This acts as the statutory 'checks & balances' upon decisions taken by the Cabinet and Cabinet Members. This action is widely known as the 'call-in' power, where during a period of 5 working days after an executive decision is taken, it may be called-in by the relevant select committee to be considered further, and ultimately referred back to the Cabinet or Cabinet Member to reconsider.

During 2022/23, this process was continued to be undertaken in a modern and automated way using a Scrutiny call-in App, accessible on computer and mobile devices. The App enables a councillor on the relevant select committee to request a call-in of a particular decision online, where an automated email is then sent to other committee members to agree, or not, to the call-in request.

Should a majority of the committee agree with the request via the App, then this is deemed a valid call-in, Democratic Services are automatically alerted, and the Cabinet or Cabinet Member decision is immediately put on hold. If this happens, then the matter is formally considered by the committee and referred to the Cabinet or Cabinet Member, if required, to be reconsidered.

During 2022/23, there was 1 call-in request initiated by Cllr Stuart Mathers, a member of the Finance & Corporate Services Select Committee, regarding the [Blue Collar Staff Agency Contract](#) approved by Cabinet on 16 June 2022 in respect of the procurement process followed. However, support for the call-in request did not reach a majority of the committee by the expiry of the scrutiny call-in period. It was therefore deemed not valid, and Cabinet's decision was duly implemented.

Urgent decisions

Chairmen of the select committees have a constitutional prerogative of being able to decide whether to waive the pre-decision publication period and/or the post decision scrutiny call-in period (as described in the section above). This is where a decision is deemed urgent by the Cabinet or Cabinet Member and any delay would prejudice the Council's or the public's interest or could lead to an [increased] risk of damage to people or property, in accordance with the Council's Constitution.

Such waivers are exceptional and carefully considered. When approved by the relevant chairman, this enables a decision to be implemented quicker and often with immediate effect, so the Council can be responsive in residents' best interests. These are constitutionally known as 'urgency' or 'special urgency' decisions through the formal executive decision-making process depending on the necessity of the matter in question.

During 2022/23, there were 17 such decisions where the relevant select committee chairman exercised this constitutional prerogative in the affirmative. They are reported more fully to full Council at subsequent meeting in accordance with statutory guidance.

Scrutiny development

Training

In June 2023, councillors on all select committees received introductory training from the Statutory Scrutiny Officer into the role of overview and scrutiny, including:

- the law around overview and scrutiny
- purpose and role of their particular committee
- how Select Committees operate
- multi-year work programmes
- scrutiny rules, support and best practice guidance
- the Scrutiny Call-In 'App' and process

In July 2023, select committees received a further briefing on best practice approaches to selecting upcoming review topics and how to add value to the reviews.

Site Visits

Select committees have undertaken a record number of site visits this year, in particular the Residents' Services Select Committee. These not only enable councillors to learn more about front-line service delivery, but also support future reviews and monitoring of such services. They are outlined at the end of this annual report.

Finance & Corporate Services Select Committee

Cllr Lewis (Vice Chairman)
Cllr Bannerjee
Cllr Bhatt
Cllr Mathers (Opposition Lead)
Cllr Garg
Cllr Mand



Cllr John Riley
(Chairman)

Lead Officer: Neil Fraser & Democratic Services Officers

Brief

The Committee is responsible for the overview and scrutiny role for a broad array of Council services. These include strategic internal functions, such as finance, procurement, transformation, partnerships, human resources, democratic services, legal services and ICT. Further responsibilities also include the cross-cutting theme of 'resident experience'.

The Committee has undertaken an in-depth review into procurement this year and has also monitored key central service areas.

Major review

In September 2022, the select committee agreed to initiate a major review into "Procurement within Hillingdon: securing value for our residents" following discussion over a range of topics. The topic of procurement was selected not only because it was a main driver for taxpayer value-for-money, but also given important changes in train nationally to the procurement landscape. It was agreed to approach the review on a themed basis and obtain feedback from a range of stakeholders, the procurement service itself and also external professional advice.

At the first witness session, the committee were briefed on the legal and regulatory context of procurement, with advice from a Partner and Head of Public Procurement at Trowers & Hamlin. The committee discussed key matters arising from the emerging Procurement Bill, the National Procurement Policy Statement, along with the Council's own procurement rules or standing orders.

During the second witness session, the committee delved into the operational aspects of the Council's procurement team, how they operate to deliver value-for-money, particularly reflecting the very broad scope of goods, works and services procured across Council services.



A third witness session in February 2023 was used as an opportunity to discuss with key service areas, such as Parking and Fleet Management, how officers seek to ensure effective management of contracts post award, so suppliers meet agreed contractual commitments.

A final witness session took place in April 2023 with the Head of Procurement looking at more strategic options for findings by the committee, focussing on getting the right balance primarily ensure value for money for resident taxpayers but also deliver social value.

The committee will present its conclusions and recommendations to Cabinet later in 2023.

Monitoring & scrutiny

Annual complaints, enquiries and compliments monitoring

In September 2022, the committee reviewed detailed information and analysis of the complaints, compliments and Members' Enquiries received between 1 April 2021 and 31 March 2022. The committee noted an overall increase in the number of informal complaints received, an increase in Stage 2 complaints, and an increase in investigations by the Ombudsman, with the main service areas receiving complaints being Housing, Waste and ASBET.

However, councillors did note that one key reason behind this was due to a decision to give complainants the option to escalate to Stage 2 if they were dissatisfied with the Stage 1 response, rather than a direct escalation to the Ombudsman. Another reason for the increase was due to the Ombudsman itself, catching up with their own backlog caused by the pandemic. Members welcomed the broadly positive response times by the Council in dealing with complaints received from residents, in comparison to most other local authorities who responded over a longer-time period.

It was noted that Member's Enquiries by type were similar to the previous year, with the most common queries about Planning, Housing and Waste (particularly issues of fly-tipping). The committee also discussed the importance of learning from errors and striking a conciliatory tone when responding to residents. The committee requested that future reports include fuller details of Hillingdon's performance versus its statistical neighbours.

Members' Enquiries & Service Requests: new process

Being able to respond efficiently to resident queries is a key role of elected ward councillors, so the committee reviewed how the new Members' Enquiries & Service Requests online portal and process was operating, following its introduction in late 2022. This was accompanied by a significant amount of familiarisation and training with elected councillors. Both officers and the committee suggested further enhancements that were planned or could be made to improve the user experience.

Mid-year budget update

The committee considered a report detailing budget planning work for services within the Committee's remit. Members discussed the challenges that the Council was working to address, including a reduction in government funding, the continuing impact of the Covid-19 pandemic, and the significant inflationary pressures facing the council and also the nation.

Budget Review and Cabinet's Budget Proposals

As a statutory consultee to the Cabinet's 2022/23 budget proposals, following consideration by Cabinet on 15 December 2022, the Select Committee reviewed a report which set out the draft revenue budget and Capital Programme for the services within its remit and submitted comments back to Cabinet for consideration.

Counter-fraud



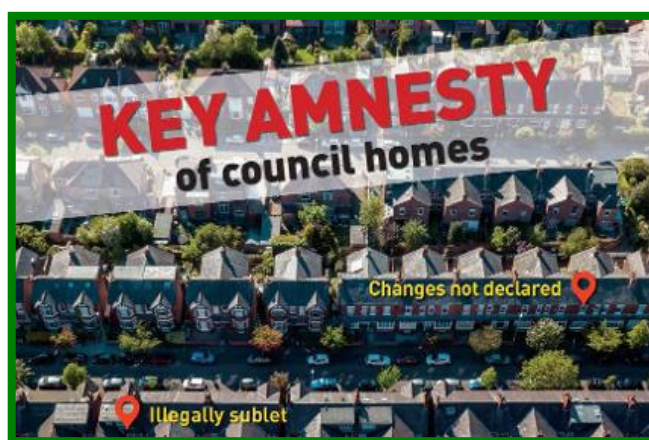
In March 2023, the Committee took a look at the interesting work of the Council's Counter Fraud Service which included criminal, civil, disciplinary investigations, proactive projects to target areas of risk and also verifications.

Verifications is where a persons' eligibility for certain council services is checked first, to preventing fraud from entering the system in the first place, such as for council housing applications.

Councillors welcomed the varied investigative actions undertaken, such as on the illegal subletting of properties as well as non-occupation of properties, which had helped bring much needed social housing accommodation back into use.

The Committee reviewed how the service was performing, which it felt was to a high standard. Councillors were particularly impressed how the service had already exceeded its annual financial loss prevention target of £3.5m, reaching instead £10.7m by March 2023.

The committee received an insight into how the service applied both evidential and public interest tests in potential fraud cases, and how cases were triaged to target areas with the most financial benefit, reputational risk and, those matters that residents find most impactful to their lives, such as the scourge of beds in sheds. Another key focus of the committee's deliberations was on how participation with the pan-London Counter Fraud Hub had enabled the Council to share data more readily and in real-time to identify and stamp out fraudulent activity.



Committee Members welcomed any new opportunities for the service to publicise their activities, fraud outcomes and success stories.

Past review update: Performance Monitoring & Reporting

Councillors sought to check progress implementing recommendations from a past review, approved by the Cabinet, undertaken by the former Corporate, Finance and Property Select Committee in 2021. It was noted that progress on the new performance reporting regime to the Corporate Management Team (CMT) and Cabinet Members had been made and that this had also enabled the performance metrics reported to adapt to priorities or pressures that emerge, for example, the Council was now actively collecting data on mould within council housing following the tragic death of Awaab Ishak.

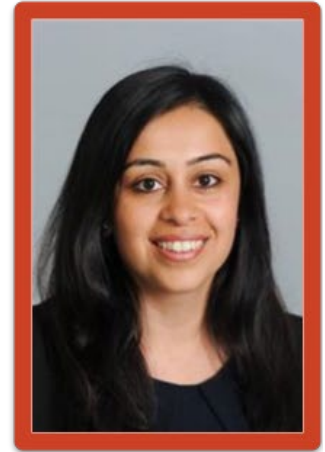
The Committee were also informed that performance metrics would be evaluated further in light of the new Council Strategy adopted in 2022 to ensure both Councillors and residents could measure progress on the Council's priorities. Councillors welcomed that the new reporting regime would soon extend to select committees and discussions would take place to ensure metrics were relevant and aligned to those being reported to Cabinet portfolios members.

The Committee discussed the work was being done with services to improve data quality and the importance of ensuring the right data is collected and how, if incomplete or inaccurate, can have a negative impact on organisations. On using more innovation in the performance tools used to collect and analyse performance data, the Committee were pleased to see that options to develop new technological approaches were now being actively reviewed.

Children, Families & Education Select Committee

Cllr Roy Chamdal (Vice Chairman)
Cllr Bhatt
Cllr Smallwood
Cllr Sweeting (Opposition Lead)
Cllr Gill
Cllr Judge
Mr Little (Education Co-opted Member)

Corporate Parenting Panel



Cllr Heena Makwana
(Chairman)

Lead Officer: Anisha Teji / Ryan Dell - Democratic Services

Brief

The Children, Families and Education Select Committee is responsible for undertaking the overview and scrutiny role in relation to Children's Services (including Corporate Parenting), Children's Safeguarding, Education, Special Educational Needs and Disabilities (SEND) and Children and Families Development.

In addition to monitoring performance of services over the year, considering the Budget and receiving several scrutiny reports, the Committee has undertaken an in-depth review into the Council's Stronger Families Hub. Committee Members also visited the Family Hub at the Civic Centre in Uxbridge as set out at the end of this report.

Corporate parenting

Corporate Parenting is a significant responsibility for the Committee, and for all Members, who are all 'Corporate Parents'. Therefore, all Members have a duty to safeguard the best interests of our Looked After Children and Care Leavers.

In November 2022, the Committee received a full briefing on its responsibilities, including the work being undertaken to support children and young people in Hillingdon. The Committee noted that as of September 2022, Hillingdon Council was corporate parent for 339 children under the age of 18 and 575 aged 18 to 25. The Committee was pleased to see that Hillingdon Council was the only local authority in London to have succeeded in achieving the full quality mark from the Centre for Early Permanence in recognition of work to achieve permanence for young children as early and as quickly as possible.

Through the work of the Corporate Parenting Panel (which reports to the Select Committee), the Council has actively explored ways to improve aspirations of young people. The Corporate Parenting

panel consists of Councillors Nick Denys (Chairman), Heena Makwana and Gursharan Mand. The Panel also includes young people, service officers, nursing and virtual school representatives.

The Panel provides for greater integration of Corporate Parenting within the Council's democratic governance arrangements and directly engages with our Looked After Children and Care Leavers. The Panel's work programme includes thematic topics of interest. A focus this year has been around supporting care experienced young people in education, training and employment opportunities. The Panel has also reviewed key information reports such as the annual reports from Independent Reviewing Officers, the Looked After Children Health Team and the Virtual School. Over the year, young people have also provided the Panel with their insightful thoughts and feedback, including a presentation, feedback on the Kids in Care Awards (KICA) and a summary 'Quiz of the Year'.

Both the Panel and the Select Committee received an update on the National Safeguarding Review and the Council's response to it, following serious findings into a review of the safeguarding of children with disabilities and complex health needs in residential homes in Doncaster. Members were provided with reassurances from officers.

Major review

Throughout 2022/23, the Select Committee has been carrying out a review into the Stronger Families Hub. The Committee has sought to review how it was operating after a period of about 1 year. The Stronger Families Hub programme is a 24/7 service available to residents providing a wide range of support services. It can be described as a locality based Early Help and Prevention Service supporting children and families at the earliest stage by working closely with partners across Hillingdon.

The Committee has, to date, held five witness sessions, hearing testimonies from young people, parents, providers and health representatives. The committee's final report, findings and recommendations will be referred to Cabinet later in 2023.

Monitoring & scrutiny

Children's Safeguarding Partnership



The Committee reviewed the annual safeguarding report, which set out the work over the last year by Hillingdon Safeguarding Partnership to support and safeguard residents. The report provided the Committee with assurances that the actions taken across the local partnership to prevent abuse, neglect and self-neglect had been effective. The joint approach to safeguarding children and adults has been reinforced by the implementation of shared chairing arrangements across the three strategic Boards, with the

Executive Leadership Group led by the Metropolitan Police Service, the Children's Partnership by the Council's Director of Safeguarding and the Adult's Board by the Chief Nurse of North West London CCG.

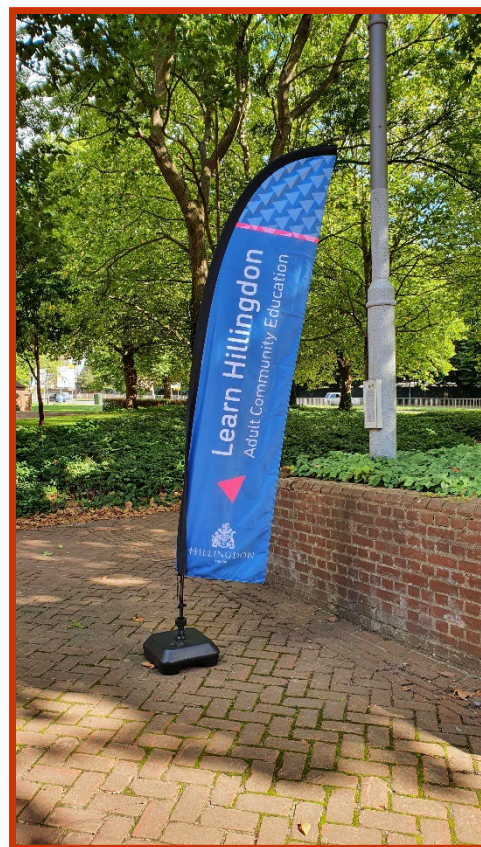
The Committee noted that the Partnership had maintained effective working relationships that facilitate a nuanced and dynamic response to changing local, national, and international contexts. This has included the need to support and safeguard increasing numbers of asylum-seeking children, adults, and families and those seeking refuge from war in Ukraine. The Committee's comments were submitted to Cabinet for consideration.

Adult and Community Learning (one year on)

The Committee received an update on a past review into Hillingdon's Adult and Community Service, now known as 'Learn Hillingdon', which was undertaken by the previous Residents, Education and Environmental Services Policy Overview Committee during 2020-21 and submitted to Cabinet in November 2021. The review provided five recommendations to Cabinet, and the report updated the Select Committee on the good progress and implementation of these.

Annual Education Standards

During 2022/23 the Committee received its important annual update on Educational Standards. The Committee was provided with an overview of the standards and quality of education across Hillingdon schools and settings for Hillingdon's children, young people and adults throughout 2021/22, with a focus on attainment, progress and achievement with references to wider measures of educational success. The Committee submitted its comments on the report to Cabinet in April 2023.



Twice Yearly School Places

The Committee receives regular updates on the provision of school places. This enables Members to review headline pupil projections at primary and secondary levels, aligned with the Council's School Expansion Programme. School place planning sets a strategic framework in which the Local Authority and every school can operate, requiring annual review and decisions to be agreed with individual schools and trusts to adjust supply, and to inform timely capital investment and building decisions and negotiations with the Department for Education.

All Special Schools and Special Resourced Places in mainstream schools have experienced increases in demand, due to the rise in pupils with Education Health Care Plans (EHCPs). The Committee has been kept abreast of the work being done by the Council to address this.

SEND Strategy

The committee fed into the development of the draft Special Educational Needs and Disabilities (SEND) Strategy. The proposed strategy outlines how Hillingdon Council plans to further develop the SEND offer in Hillingdon over the next few years. The aim of the strategy is to improve outcomes and

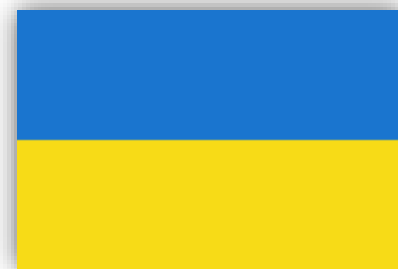
help raise the educational achievements, health and care of Hillingdon's children and young people with SEND so that they can fulfil their potential.

Formal public consultation on the draft strategy took place from 14 July to 18 August 2022 and was launched on the Council and Local Offer website, with Easy Read versions made available. Stakeholders were consulted on the overarching vision and priorities.

The Select Committee's feedback on the consultation and strategy has been shared with the SEND Strategy Partnership Board and its comments will be incorporated into the final strategy report for consideration by the Cabinet Member for Children, Families & Education.

Ukrainian Children

The Committee considered a report which provided an update on the support being provided to households who are living in Hillingdon who have been displaced by the war in Ukraine. Specifically, the report provided Members with an update on the education support for children and how grant funding is being used to assist children settle and integrate into schools and their communities, and to improve their learning outcomes.



Budget Review and Cabinet's Budget Proposals

As a statutory consultee to the Cabinet's 2022/23 budget proposals, following consideration by Cabinet on 15 December 2022, the Select Committee reviewed a report which set out the draft revenue budget and Capital Programme for the services within its remit and submitted comments back to Cabinet.

Residents' Services Select Committee

(incl. statutory crime & disorder scrutiny)

Cllr Sullivan (Vice Chairman)

Cllr Gohil

Cllr Smallwood

Cllr Farley (Opposition Lead)

Cllr Gardner

Cllr Punja



Cllr Wayne Bridges
(Chairman)

Lead Officer: Liz Penny - Democratic Services

Brief

The Residents' Services Select Committee is responsible for the overview and scrutiny of a diverse range of Council services central to residents' quality of life. Its remit extends to green spaces, planning, waste and recycling, sport and leisure, enforcement, housing, and beyond. Additionally, the Committee has an outward facing role undertaking the statutory scrutiny of the crime and disorder partnership locally, through bi-annual meetings with the Police and other partners, ensuring the Council meets its statutory obligations under the Crime and Disorder (Overview and Scrutiny) Regulations 2009. Furthermore, the Committee also has a cross-cutting brief in relation to climate change, Heathrow expansion, HS2 and community cohesion.

The Committee has undertaken a minor review this year into the Council Tax Premium for Empty Homes and is currently undertaking a major review into the Council's Alleygating Scheme. Members have also been on a number of site visits as shown at the end of this report.

Minor review

In October 2022, the Committee undertook a minor review of Hillingdon's Empty Homes Council Tax Premium applicable to non-exempt properties empty for more than two years. The Committee learnt that the Government Finance Act 2012 had introduced the power to charge premiums in addition to the standard Council Tax for properties that had been unoccupied (empty) and substantially unfurnished for more than two years, but that the Council was not charging the maximum premiums permitted.

Having considered the evidence from a resident affected by such an empty home, officers and other local authorities, the Select Committee recommended increasing Hillingdon's premiums to the maximum levels permitted, based on whether properties had been unoccupied for over 2, 5 or 10 years. It was anticipated that the proposed increases in the Premium added to Council Tax liabilities would reduce the number of empty properties in the Borough and provide an additional financial incentive

for owners to sell or bring their empty properties back into use sooner. Moreover, the Premium would raise additional Council Tax income and potentially reduce the Council's expenditure on temporary accommodation and homelessness. On 15 December 2022, Cabinet considered and agreed the Select Committee's recommendations, which were then formally recommended to and adopted by full Council as part of the Council Tax Base calculations at the January 2023 Council meeting and incorporated into the Council's budget.

Major review

This year, Members elected to conduct a major review of alley gating in the Borough, which had now been operating for a number of years in the Borough and the Committee considered it now merited a broad study into its operation. Three witness sessions heard from Community Safety and ASB officers and external witnesses including the police, local residents and representatives of Ealing Council, who operate a similar scheme.

Members learnt that alley gating schemes were generally considered to be effective in the reduction of crime and antisocial behaviour, including fly tipping. However, there were a number of challenges, particularly in relation to the handling of keys, record keeping, maintenance costs and maintenance bank accounts. Alley gating schemes were designed to be self-help schemes whereby residents were responsible for maintenance of the gates, however, the committee acknowledged that resident buy-in was essential and there were known challenges in the case of older schemes as many residents had moved away sometimes leaving no lead person with overall responsibility for the gates. Further to the witness sessions, it was agreed that the Committee would consider its findings at the next meeting in June 2023, prior to making recommendations to Cabinet later in the year.



Monitoring & scrutiny

Gambling Policy

As part of its remit, the Committee reviewed the Council's Statement of Gambling Policy. Members were pleased to note that equality and human rights had been included in the new policy.

Safer Hillingdon Partnership

Members received an update on the proposed changes to the Safer Hillingdon Partnership (SHP) structure, governance and delivery to ensure compliance with its statutory functions under the Crime and Disorder Act 1998. It was confirmed that the SHP was the statutory Community Safety Partnership (CSP) in Hillingdon. Members heard that a number of new responsibilities were being allocated to CSPs including the Serious Violence Duty, Combatting Drugs Strategy (Harm to Hope Guidance) and domestic abuse.

Crime and Disorder in Hillingdon: Metropolitan Police Service and Probation Service

As part of its powers under the Crime and Disorder (Overview and Scrutiny) Regulations 2009, the Committee held two evidence sessions with representatives from the Safer Hillingdon Partnership (the police and probation service) to review local community safety matters.

The Committee heard that Ealing and Hillingdon Probation Services had been inspected by His Majesty's Inspectorate of Probation in October 2022 and had received an 'inadequate' score of 3 out of 27. The next inspection was likely to take place in 2025 by which time the impact of the pandemic would be significantly reduced. There was currently a 40% staffing deficit within Hillingdon Probation Service, but it was anticipated that the situation would be far improved by 2025. Further to the Inspection, 96.5% of cases in Ealing and Hillingdon had been reviewed to date. Senior managers had oversight of all cases and decisions were reached based on the current level of risk. The Committee will continue to monitor the performance and progress of the Probation Service.

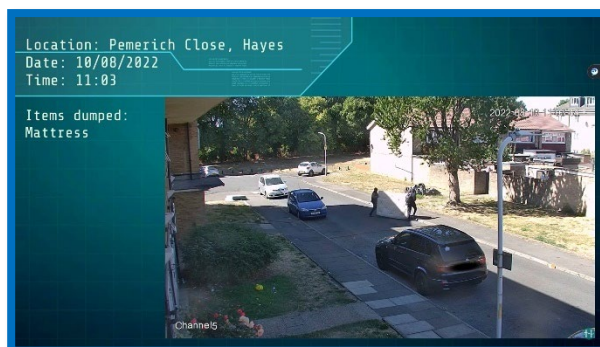
The Metropolitan Police Service (MPS) presented the crime performance data figures covering the period March 2022 – February 2023 vs March 2021 – February 2022. It was noted that each Borough in West London now had a senior Leader – for Hillingdon this was Superintendent Antony Bennett. A priority area of focus was tackling violence – particularly Violence against Women and Girls. Members heard that there had been an uplift in robbery, burglary, vehicle crime, theft and arson in the current year, whilst figures for possession of weapons had declined. It was confirmed that a current key priority was to build trust and confidence in local communities. Recruitment and retention of officers were particularly challenging, but it was important to maintain the levels of all police officers including PCSOs.

Fly Tipping, Fly posting and To-Let Boards



The Select Committee received an update on fly tipping, fly posting and to-let boards. Members were advised that new innovative methods to address the issue of fly-tipping were being explored as fly-tipping was prevalent across the Borough. The Team was working with colleagues in the CCTV room and new intelligence packages were being used to identify repeat offenders and take enforcement action.

It was recognised that education was key to raise residents' understanding of how to store and handle waste correctly, e.g. recycling options, with enforcement the last option. The Committee learnt that the Environment Enforcement Team proactively took action to locate and remove flyposting. Cameras acted as a deterrent and officers worked in conjunction with the ASB teams in Ealing, Harrow and other neighbouring boroughs on such matters.



Community Cohesion and Prevent

Members were briefed on the work being undertaken to build stronger communities, promote community cohesion and manage the risk relating to extremism. Members were informed that the Council had a statutory duty to deliver against 'Prevent' in order to safeguard and support those vulnerable to radicalisation and keep communities safe. Training was provided to communities and professionals to raise awareness of radicalisation / extremism and how to report concerns.

Allotments Update

The Committee was provided with an update on allotments sites in the Borough. Members heard that an Allotments Officer had been recruited and plots were being allocated to ensure parity and fairness. All allotment plot holders were contacted annually to ensure they were cultivating their plots appropriately and a non-cultivation notice would be issued if they were not. The Team was considering reducing the size of plots in the future, especially for new starters, to make them more manageable. It was welcomed that younger people were becoming more interested in allotments and diversity was increasing across the sites.

Tree Strategy

The Council's proposed draft Tree Strategy was presented to the Committee. Members were informed that a clear Strategy was required to facilitate a well-managed tree stock, thereby leading to a reduction in insurance claims and emergency works. It was noted that it was important to maintain the green feeling of the Borough and the Council aimed to retain its current 67 green flags this year. In respect of tree maintenance, it was confirmed that plans were in place to bring maintenance back in-house and it was anticipated that newly planted trees would be visited more regularly in the future. More drought tolerant species would also be planted where possible and trees would preferably be planted in green areas where they could establish better. The Tree Strategy has since been updated following the Committee's feedback, prior to formal submission to the Cabinet Member for decision.



More drought tolerant species would also be planted where possible and trees would preferably be planted in green areas where they could establish better. The Tree Strategy has since been updated following the Committee's feedback, prior to formal submission to the Cabinet Member for decision.

Housing Transformation Project

Members received an update on the Council's Housing Transformation Project. It was confirmed that the aim of the transformation project had been to increase morale and productivity in staff and to work more effectively in the future. It was anticipated that the new system would free up officer time and ensure residents received a better service. The Director of Housing agreed to provide a further update to Members, once the new way of working had bedded in.

Community Infrastructure Levy (CIL) and S106

The Committee received a report on CIL and Section 106 income and expenditure in the 2021/22 financial year. In terms of S106 funds, Councillors heard that in 2021/22 some £8 million had been received and £3.4 million had been spent. A significant portion of CIL funds received in 2021/22 had been spent on the proposed new Platinum Jubilee Leisure Centre in West Drayton.

Parking and Modern Technology

Members were briefed on Parking and Modern Technology, noting that the Penalty Charge Notice processing system was due to be enhanced over the summer of 2023 with a chatbot being introduced to assist motorists. A new cashless parking payment system was also due to be introduced across the Borough which would mean that people would no longer need to display a ticket. However, the more traditional paper ticket would still be available. With regards to delivery drivers, it was noted that, since the pandemic, the proliferation of delivery drivers had caused parking problems across the Borough. Council officers regularly targeted hotspots to try and address this. The Council had also undertaken joint patrols with the Police and further joint patrols would be undertaken in the future.

ASB and Street Scene Development

The Select Committee received an update on the restructure of the Anti-Social Behaviour and Environment Team. The proposal was to split the Service into three distinct areas, with clear lines of responsibility to allow for separation of functions and the retention of specialist competencies – these areas were Street Scene Enforcement, Environmental Protection Unit and ASB Localities. The Committee would be provided with an update on the restructure of the Community Safety and Vulnerability area of the Directorate in due course.

Housing Living Standards

Further to the tragic death of Awaab Ishak which had been attributed to poor living conditions, the Committee received an update on Housing Living Standards across the Borough. With regard to the damp, mould and condensation, it was noted that a new tracking system was being used by the Council's in-house repairs service to monitor and resolve such cases. In terms of Private Sector Housing, Members were informed that a Housing Health and Safety Rating System evaluation tool was used to identify hazards in a property. Additionally, gas operatives were required to appear on a list of Gas Safe registered operatives and, as of 1 October 2022, landlords were also required to provide carbon monoxide detectors in their rented properties. Approximately 350 households in the Borough were currently in private temporary accommodation; about 100 of these dwellings had been inspected to date. Members heard that the Council was part of a Pan-London programme 'Setting the Standard' which aimed to ensure bed & breakfasts and studio flats used by local authorities for nightly paid temporary accommodation met a decent level of quality and management standards.

Hillingdon's Library Service Draft Strategy / the Future of Harlington Library

The Committee were consulted on the draft Library Strategy and the proposal to decommission Harlington Library, which were also out to public consultation. Members heard that it was important for the Council to maintain library coverage across the Borough. Footfall would be monitored on an ongoing basis to inform decisions. It was noted that Harlington Library was the only proposed closure due to its own particular circumstances whereby it was predominantly only used by school children.

The Cabinet Member for Residents' Services attended the meeting and informed the Committee that the Council was looking at ways to make best use of all its library assets across the Borough and considering other options, including locating banking and police surgeries within libraries.

Post Review Monitoring: Engagement with Tenants and Landlords

Members received an update further to a previous review of engagement with tenants and leaseholders. It was confirmed that a number of recommendations had been made which included an Action Plan of delivery alongside three-year strategies to cover Tenant and Leaseholder Engagement and High Risk and Complex Buildings.

Climate Action Plan: Annual Update

The Committee received an update in relation to the objectives set out in the Strategic Climate Action Plan and the Council's aspiration to achieve carbon neutrality by 2030. The Council had set out six corporate commitments covering nine key themes, along with a series of priorities for 2022/2023. The Committee was advised that the Council had taken advantage of grant funding via a bid process with numerous successful applications made. LED streetlights across the Borough had already helped with the Council's target. Moreover, the Council's boiler replacement programme continued, and the school screening programme was progressing well. Progress had also been made on the Trees for Cities tree planting programme, and it was noted that around 17k trees had been planted in the Borough's green spaces in the last year. It was recognised that Heathrow Airport was the primary cause of air pollution in the Borough, where officers had been engaging the Airport to explore what further could be done.

Budget Review and Cabinet's Budget Proposals

As a statutory consultee to the Cabinet's 2022/23 budget proposals, following consideration by Cabinet on 15 December 2022, the Select Committee reviewed a report which set out the draft revenue budget and Capital Programme for the services within its remit and submitted comments back to Cabinet.

Property, Highways & Transport Select Committee

(incl. public utilities scrutiny)



Cllr Keith Burrows
(Chairman)

Cllr Chapman (Vice Chairman)
Cllr Ahmad-Wallana
Cllr Bennett
Cllr Money (Opposition Lead)
Cllr Kaur
Cllr Garelick

Lead Officer: Steve Clarke - Democratic Services

Brief

The Property, Highways and Transport Select Committee is responsible for the overview and scrutiny of a range of Council services, including Traffic, Transportation, Highways, Parking and Local Safety Schemes, Housing Repairs and Building Safety. The Committee also has an outward facing role scrutinising the work of public utilities and a cross-cutting brief on the Civic Centre, and all other Council property and built assets.

The Committee has undertaken one in-depth review this year into the effectiveness of the Council's road and pavement resurfacing operations, and has also monitored a number of service areas.

Major review

Attaining Best Practice and Value for the Council's Highways Resurfacing Programme

The Committee has been undertaking a major review looking into how the Council can attain best value and practice through its pavements, footways and roadways resurfacing programme.



The aim of the ongoing review is to take a broad assessment of new materials, technologies, methods and scheduling possibilities to obtain best value and service for residents. The Council is tasked with maintaining 905 kilometres of footways and 700 kilometres of roadways in the Borough. Throughout the review, the Committee have heard witness testimony from the Council's term contractor for highways resurfacing, the Council's Officers and Operatives, and the Cabinet Member for Property, Highways and Transport; in addition to

conducting a site visit to see a pothole repair carried out with the Council's Rhino Patch roadway repair machine. The review is coming to its closing stages with initial findings set to be discussed at the Committee's next meeting in June 2023.

Monitoring & scrutiny

Building Safety Strategy

The Committee received a comprehensive report on the Building Safety Strategy for Council owned residential dwellings including High Rise Buildings; in addition to how the Council will be adhering to the Building Safety Act 2022 (which will be enforceable from October 2023). One of the key provisions of the Act is the requirement for a Building Safety Case for each high-rise building. The Building Safety Case is a structured document that provides evidence and analysis that a building is safe from fire risk. Members heard how the Fire Risk Assessment Priority Tool that has been developed by central Government with input from the National Fire Chief Council, had been completed for all 10 Council owned Residential High Riser Blocks (7 stories and above) and all 10 have scored a Tier 5 risk rating (Very Low Risk).

Members also heard how the Council was completing an ongoing project to replace the Council's flat entrance doors and communal doors where required. It was stated that the Council only accepted 3rd party accredited full door set certified tested doors in the tender process. As of April 2023, the total number replaced was 4618 door sets.

Electric Vehicles and Electric Vehicle Infrastructure

The Committee received a follow-up report 12 months after the conclusion of the former Public Safety and Transport Select Committee's major review into Electric Vehicles (EV) and Electric Vehicle Infrastructure in the Borough. The Council is in the process of developing an Electric Vehicle Strategy, a draft of which was presented to the Committee for comment in April 2023.



It was noted that the Council's 'Strategic Climate Change Action Declaration and Plan (released July 2021)' and 'Local Implementation Plan (LIP) 2019 - 2041 (LIP)

established a core aim to deliver and improve the EV charging infrastructure across the Borough for both current and future EV users. The Committee were encouraged to hear that long term delivery model of the new EV Infrastructure Strategy would introduce 300 public destination EV charging points on off-street Council property.

Budget Review and Cabinet's Budget Proposals

As a statutory consultee to the Cabinet's 2023/24 budget proposals, following consideration by Cabinet on 15 December 2022, the Select Committee reviewed a report which set out the draft revenue budget and Capital Programme for the services within its remit and submitted comments back to

Cabinet. Additionally, a general budget planning report was presented to the Committee in September as part of the early stages of the budget setting process.

Refurbishment of Void (or Empty) Properties

The Committee were provided with details on the void refurbishment process and its key outputs to ensure residents are provided with a safe, warm, and dry environment from commencement of their tenancy. Members were also provided with the Void Standard which specifically addresses the following hazards (as categorised within the Housing Health and Safety Rating System):

- Physiological (damp and mould growth, excess cold/heat)
- Pollutants (asbestos, carbon monoxide)
- Psychological (security, lighting)
- Hygiene (pests, food safety, sanitation, water supply, drainage)
- Protection against accidents (falls, electrical hazards, fire)

However, it was noted that it was the responsibility of the Void Inspector to ensure that all identified hazards are appropriately dealt with before the property is let. The Committee heard how Hillingdon was unique in that it controls the whole void process from start to finish, whereas other local authorities allow contractors to specify works. This means that in Hillingdon there is greater control on ownership, quality, and costs. The Committee saw a number of before and after images of Void property refurbishments and commended the work done by officers.

Parking Management Schemes and the Impact of the Elizabeth Line

The Select Committee received information pertaining to local parking management including a report looking at parking pressures in the vicinity of the Crossrail (Elizabeth Line) Stations at West Drayton and Hayes & Harlington. Members heard that with the much-improved rail service there has been a corresponding increase in demand on other transport modes which connect with it, bringing passengers to and from the stations in question.

The parking situation in the local areas around these stations is governed to a significant extent by the range of existing parking management schemes. Whilst clearly the demand for parking has risen, the very fact that these already busy areas are covered by well-established schemes, rather than extensive uncontrolled residential streets, is an obvious benefit.

The Committee heard that, what had tended to be the case in recent years, was that requests had come in for either modest extensions at the fringes of schemes, or for extensions of the hours of operation, with reports for example of people seeking to park in local roads and travelling by train into central London destinations in the evenings or at weekends. It was highlighted that although there was a heightened public interest in West Drayton, Hayes & Harlington as a result of the Elizabeth Line, the immediate parking pressures brought on were not substantive due to the extensive existing parking management schemes and restrictions already in place in those areas.



Traffic Calming Measures

The Committee received an information report looking at the different methods of traffic calming potentially available and which scenarios would dictate the type of traffic calming required. The Committee were informed about the number of options open to a local authority, each of which had their potential benefits and disbenefits, which the Committee were briefed on:

- Vertical traffic calming
- Horizontal traffic calming (chicanes)
- Modal filters (e.g. road closures, 'point no entries', one-way working)
- Low Traffic Neighbourhoods
- Cycle lanes and tracks
- 20mph Zones with traffic calming
- Formal pedestrian crossings
- Traffic signals
- Banned movements (e.g. no entry, banned turns)
- Signed-only speed limits
- Road markings such as cycle lanes, edge markings, centre lines
- Enhanced and Electronic signs

Highways Network Prioritisation and Maintenance

Members received an information report on highways condition surveys, maintenance prioritisation and the Highways Structural Programme. The Committee discussed how the highway infrastructure asset was the most visible, well-used and valuable physical asset owned by the Council. Understanding the condition of highway assets was essential in planning for future decision making and investment requirement to maintain or improve their condition. Assets deteriorated at different rates and decisions had to be made about strategies for maintaining them during their life. It was noted that factors such as increased rainfall, extreme winter weather as well as increase load condition on the aging network have a detrimental impact the network serviceability.

The Committee heard how condition surveys of 100% of the Council's highway network are undertaken every two years by independent consultants. The survey project was time consuming and lasted for approximately one year, following this there was a further project to assess the survey data which lasted for a further year; the process then repeated.

Members noted the innovative highways repair and resurfacing techniques that the Council was currently trialling, this included Warm Mix Asphalt (WMA) which offered a low emissions approach by manufacturing and laying asphalt at lower temperatures, without compromising performance. It was noted that this technique had been trialled in both the north and south of the Borough and was soon to be trialled along Brickwall Lane in Ruislip. It was also noted that the Council was soon to be trialling a new recycled sub-base material, known as 'Aggrebind' which would reduce the import of quarried aggregate by primarily utilising excavated soil. The Committee commended the Council exploring less carbon intensive resurfacing methods.

Major Projects under the Council's Capital Programme

The Committee received a presentation delivering an overview of the works delivered by the Capital Programmes Team, in the development of Council owned assets to deliver Council Services in

corporate and community buildings, housing development to deliver the level of housing as required in the Borough and also manage school expansion and refurbishment works to deliver statutory education services.

With around 1600 corporate buildings and a Council managed housing stock of over 13,000 properties, the key objectives for the Capital Programme Works Service were to:

- Invest in schools to ensure that accommodation and facilities provide a good environment for learning for the increasing number of students;
- Deliver a range of housing, community and other buildings for residents, working closely at times with partners across the Borough;
- Maximise the commercial opportunities of the Council's property and land assets.

Health & Social Care Select Committee

(incl. statutory health scrutiny)

Cllr Corthorne (Vice Chairman)
Cllr Reeta Chamdal
Cllr Chapman
Cllr Nelson (Opposition Lead)
Cllr Nelson-West
Cllr Burles



Cllr Nick Denys
(Chairman)

Lead Officer: Nikki O'Halloran - Democratic Services

Brief

The Health and Social Care Select Committee undertakes the overview and scrutiny role of a range of Council services including adult social work, safeguarding, social care commissioning, public health and the voluntary sector. Importantly, the committee undertakes the statutory health scrutiny role as required by the Health & Social Care Act 2001, working closely with NHS and health partners. The Committee also has a cross-cutting brief on domestic abuse services and support.

The Committee has commenced a major review looking at the pathway into children's and young people's mental health services.

Scrutiny activity

Police and Mental Health Attendance at A&E

20% of the calls received by the West Area Basic Command Unit of the Metropolitan Police Service (MPS) relate to mental health issues. Of these 1,500-2,000 calls received each year, around 475 are Section 136s (with the remainder being voluntary attendances at hospital). 60% of those presenting in mental health crisis are previously unknown to partners which creates a significant challenge.

When the Health and Social Care Select Committee met in [June 2022](#) to receive an update, Members were assured that progress has been made to reduce the amount of time that the police spend in A&E waiting for action to be taken in relation to patients that have been detained by them under Section 136 (s136) of the Mental Health Act 1983. Partnership work had started with Central and North West London NHS Foundation Trust (CNWL) prior to the pandemic to reduce the number of s136s and this has continued.

There had been some investment in alternative options for those in mental health crisis including a 24/7 single point of access and five step down beds (which could also be used as step up beds) but it would be important to ensure that everyone was aware of these facilities. The Crisis Care Concordat (CCC) for the West Area (including Hillingdon) had been set up and would provide the opportunity to reflect and prevent escalation into crisis, with action also being taken to set up local meetings specific to the Borough. A task and finish group was being set up to look at the possibility of a street triage provision and would look at what was needed from a provider and service user perspective and identify any gaps.

Hillingdon Hospital Redevelopment: Delivering modern health care for residents

The current Hillingdon Hospital is an old building with parts of the estate built in the 1930s as emergency wartime accommodation. Some of the older wards have become unsafe and have been closed to protect patients and staff. 81% of the hospital building will require major repair or replacement soon. This is the impetus that is pushing for a full redevelopment of Hillingdon Hospital to happen as soon as is possible.



At a national level, investment in new hospitals is run by the New Hospitals Programme team (“the team”), jointly based at the Department of Health and Social Care and NHS England. With regard to capital funding, the team had been taking it through the National Projects Review Group with Treasury input to establish what the total capital allocation will be to then determine Hillingdon’s share of that.

At its meeting in [January 2023](#), Members heard that Stage 1 of the three-stage business case process had been completed (with approval from Ministers in 2021) and the Stage 2 Outline Business Case had been approved by the Trust in October 2022. The Trust then worked with the Treasury regarding next steps. The Council’s Major Applications Planning Committee had approved the Trust’s planning application for the redevelopment on 18 January 2023 and to then be considered through the Greater London Assembly’s Stage 2 planning process.

Hillingdon continued to work with NHS England to highlight the strength of Hillingdon’s case and the strength at place level and as part of the wider integrated system. NHS London has been supporting

strong bids from Whips Cross, Epsom St Hellier and Hillingdon with Hillingdon positioning itself as a Trust that embraces new ways of working that would be a showpiece for what the NHS can do.

Mount Vernon Cancer Centre Review: Improving cancer care for our residents

At its meeting in [January 2023](#), Members heard how the NHS in the East of England and in North London had been working together to review the services at Mount Vernon Cancer Centre (MVCC). MVCC is run by East and North Hertfordshire NHS Trust and delivered from Mount Vernon Hospital which is managed by The Hillingdon Hospitals NHS Foundation Trust (THH). It is a standalone cancer centre and primarily serves a population of over 2 million people in Hertfordshire, South Bedfordshire, North West London and Berkshire. The patient pathways involve a large number of other hospitals and arrangements with several other NHS Trusts.

The review team have recommended the full relocation of the Mount Vernon Cancer Centre to the Watford Hospital site, with enhanced local access to services where possible. To secure capital to fund the project, an expression of interest has been submitted for the new cancer centre to be considered as one of the eight new hospital schemes that will be added to the Government's health infrastructure plan with a decision still awaited. Following feedback from Hillingdon residents about increased travel times during the focus group activity, blood tests have already been made available in primary care settings closer to home (where possible) and it is proposed that a chemotherapy centre be established at Hillingdon Hospital.

Children's Mental Health Services: the referral pathway

The Health and Social Care Select Committee agreed its [terms of reference](#) in January 2023 and initiated its review of the referral pathway into children's mental health services in Hillingdon. In addition to receiving testimony in private sessions from parents of children with mental health issues, Members have spoken to a range of organisations including the voluntary sector, schools, providers and commissioners. During the [first](#) of the two formal witness sessions held to date, the Committee learnt about the Thrive methodology which had been introduced to look at the needs based roots of children's mental health issues and to develop a systems approach to the support that was subsequently provided. To support this, a mapping exercise had been facilitated by Healthwatch Hillingdon and North West London Integrated Care Board (NWL ICB) with provider partners to identify all of the services that were currently available in the Borough to support children and young people with their mental health (and identify where there might be gaps).

The Committee heard in [March 2023](#) about the challenges faced by schools when supporting young people with their mental health. For example, as they were not mental health specialists, when a child's referral to CAMHS was not accepted, schools were often unaware of the availability of possible alternative sources of support but did what they could to help their pupils. As the wait for therapies could be long, some schools had set up their own schemes as well as providing pastoral support. Mental Health Support Teams had been set up as a pilot in a number of schools in Hillingdon where mental health support workers attended the schools. It was anticipated that these would be rolled out to all schools in due course.

Members have expressed concern that there are so many services offered to support children's mental health that this could make it difficult for parents and GPs to know where a child should go to get the best support for their situation. If there is some uncertainty about where the child should be referred, it is likely that the child will be referred to CAMHS by default, even if it isn't the most appropriate place

for them. It is important that all parts of the system are working together to deliver successful outcomes for young people and, once it has completed its investigations, the Committee looks forward to presenting its recommendations to Cabinet.

GPs: Online Consultations and Phlebotomy

National demand for GP appointments had increased by 35 million between 2019 and 2022 which put massive pressure on the system, especially when trying to care for people with long term conditions. During the pandemic, systems had been rapidly digitised over a very short space of time and the choice for patients to have virtual consultations rather than face-to-face had subsequently been retained. Overall, there are more appointments available now than there had been before the pandemic, and it is expected that the number of virtual appointments will remain at around 30%.

PATCHS / eConsult online consultation software had been introduced for non-urgent GP appointments and GP Connect telephone system had been introduced across all practices. Although it is anticipated that the move to digital services will help keep patients out of A&E, there are some challenges with delays for elective surgery. In addition, GPs have continued to use the messaging services where appropriate.

The Committee received an update in [February 2023](#) on the transfer of the adult phlebotomy service to general practice to make the service more accessible. With capacity for around 185,000 blood tests per year, the service was on track to complete 165,000 tests in the current year, so there was still some capacity in the system. Although the majority of blood tests were routine (for the ongoing monitoring of a patient's health) and could wait for three days for the results, a new urgent blood test provision had been introduced that could get results by the end of the day. Some practices had felt that they were not able to provide the phlebotomy service and had made arrangements with another practice to do their phlebotomy for them. The concept of one GP practice providing services for another was being investigated further with consideration being given to the provision of tests such as ECGs across practices. The use of north, central and south hubs was also being looked at for the provision of diagnostic services so that local services could be arranged locally.

Orthopaedic Inpatient Surgery: Improving patient outcomes

In [January 2023](#), the Committee discussed proposals in relation to orthopaedic inpatient surgery in North West London (NWL) which was commissioned by NWL Integrated Care System (ICS) / NWL Integrated Care Board (ICB). The ICS / ICB had been working with the four acute Trusts in NWL to identify the best way forward that would improve patient outcomes. The proposal aimed to tackle the backlog in waiting lists and improve the quality of orthopaedic care as quickly as possible. The backlog mainly comprised those with pain and/or mobility issues (mainly in relation to knees and hips) and who were unlikely to need additional support.



The concept of a specialist unit where patients could be seen quicker and receive a higher quality of care was supported by the Committee, but Members had significant concerns about travel times. A transport strategy was being worked up. The Committee was clear that it would be unable to support

the proposals until action was taken to address the travel times and resolve the transport issues from Hillingdon to the proposed site satisfactorily.

Health, Social Care, Public Health and Council Updates

Over the course of the last year, the Committee has received updates from Council officers on the Carers' Strategy 2021-22 delivery plan; integrated public health services contract extensions; the Council Strategy 2022-2026; the Council's adult social care 2023/24 budget; Hillingdon Safeguarding Partnership Annual Report 2021-2022; the Better Care Fund Section 75 Agreement; and public health procurement. In addition, the Committee received an update from the Cabinet Member for Health and Social Care in [March 2023](#) on some of the work that had been undertaken in her portfolio.

North West London Joint Health Overview and Scrutiny Committee

At the Council meeting on 18 November 2021, Members agreed to join the North West London Joint Health Overview and Scrutiny Committee (NWL JHOSC) and appointed Councillor Nick Denys (as the Chairman of the Council's health scrutiny committee) as the Council's representative. The JHOSC currently comprises representatives from the boroughs of Brent, Camden, Ealing, Hammersmith and Fulham, Harrow, Hounslow, Kensington & Chelsea, Richmond, Wandsworth and Westminster. Over the past year, the JHOSC has met formally on four occasions to discuss issues including: the NWL Integrated Care System (ICS); the proposal and consultation for an elective orthopaedic centre in NWL; community diagnostic centres in NWL; the NWL health inequalities framework; the primary care strategy and performance in NWL; an update on the performance of emergency departments and other urgent and emergency care pathways, including the London Ambulance Service (LAS); palliative care; elective recovery and cancer care backlog; winter planning; the NWL workforce strategy; and inpatient mental health bed capacity across NWL.

Budget Review and Cabinet's Budget Proposals

As a statutory consultee to the Cabinet's 2023/24 budget proposals, following consideration by Cabinet on 15 December 2022, the Select Committee reviewed a report which set out the draft revenue budget and Capital Programme for the services within its remit and submitted comments back to Cabinet. Additionally, a general budget planning report was presented to the Committee in September as part of the early stages of the budget setting process.

Engagement

Councillors on select committees actively seek to involve residents, interest groups, experts, private and public organisations in the policy reviews and scrutiny activity their respective Committees undertake. Strong witness testimony has provided, and continues to provide, added verifiable value to the Committee's findings presented ultimately to the Cabinet for approval.

2022/23 was no exception, with the following voluntary groups, organisations, private sector companies, groups, services or specific witnesses engaging in this important aspect of Hillingdon's governance process:



- | | |
|---|--|
| <ol style="list-style-type: none"> 1. Central and North West London NHS Foundation Trust (CNWL) 2. Royal Brompton and Harefield Hospitals, Guy's and St Thomas' NHS Foundation Trust (GST) 3. The Hillingdon Hospitals NHS Foundation Trust (THH) 4. The London Ambulance Service NHS Trust (LAS) 5. North West London Integrated Care Board (NWL ICB) 6. NHS England and Improvement 7. Healthwatch Hillingdon 8. Hillingdon GP Confederation 9. Hillingdon Health and Care Partners (HHCP) 10. Hillingdon Mind 11. Centre for ADHD and Autism Support (CAAS) 12. Vyners School 13. Douay Martyrs School 14. Uxbridge High School 15. Parents of children with mental ill health 16. Metropolitan Police Service (West Area Basic Command Unit) 17. Trowers & Hamlin Law Firm 18. Hillingdon Youth Council 19. Children in Care Council 20. O'Hara Bros. Surfacing Ltd (Highways Resurfacing Contractor) 21. London Borough of Ealing - Gating Officer and Safer Communities Team Leader 22. The Probation Service | <ol style="list-style-type: none"> 23. Local Resident - Empty Homes Premium 24. Local Residents - Alley Gating Review 25. Cabinet Member for Health & Social Care 26. Cabinet Member for Property, Highways & Transport 27. Cabinet Member for Residents' Services <p>LBH Service Areas:</p> <ul style="list-style-type: none"> Learn Hillingdon Adult Services & Public Health Finance Procurement Community Safety and Enforcement Counter Fraud Team Antisocial Behaviour and Environmental Protection Housing Team & Tenancy Management Green Spaces Team Community Engagement Team Planning Department Parking Services Fleet Services Traffic & Transportation Business Performance Team Libraries Services Public Protection and Enforcement Licensing Children's Services Education Services Highways Building Safety & Repairs Team Capital Programme Team Stronger Communities Manager Climate Change Manager |
|---|--|

Site visits

Councillors have been active this year undertaking a number of site visits to broaden their understanding of how front-line services operate and to assist with their monitoring and review.

Residents' Services Select Committee site visit to the CCTV control Room at the Civic Centre, Uxbridge



Left: Cllrs Sullivan and Smallwood

Below: Cllrs Farley and Punja



September 2022

Residents' Services Select Committee site visit to the Imported Food Office, Heathrow Airport where inspections of imports safeguard UK consumers

October 2022

Left to Right:
Officers x3 and
Committee
Chairman Cllr
Bridges and
Cllrs Farley and
Sullivan



Residents' Services Select Committee site visit to Harlington Road Depot, Uxbridge - Waste, Recycling and Highways Crews



Left to Right:
Cllrs Farley,
Gardner,
Smallwood and
Sullivan

**September
2022**

Residents' Services Select Committee site visit to Hillingdon Fire Station

Left (Cllr
Bridges), Top
Right (Cllr Punja),
Bottom Right
(Cllr Sullivan)

December 2022



Residents' Services Select Committee site visit to Breakspear Crematorium to view operations



Top right (Cllr Farley and Cllr
Bridges), Bottom left (Cllr
Sullivan, Cllr Smallwood, and
Cllr Farley),

January 2023

Property, Highways and Transport Select Committee site visit

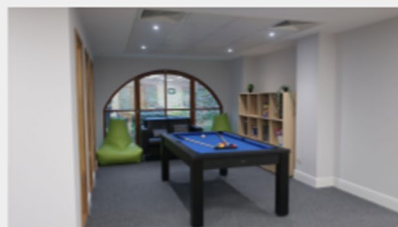
March 2023

The Chairman, Cllr Burrows, visited the Highways Team in action as part of their review into the Borough's road and pavement maintenance. These pictures show the rhino patching road surfacing machines repairing the Borough's highways.



Children, Families and Education Select Committee site visit to Uxbridge Family Hub

March 2023



Committee Members visited the Uxbridge Family Hub. The Uxbridge Family Hub provides support for families of children and young people aged 0-19 (and up to 25 for those with special educational needs). This visit allowed Members to see the Hub in action.



Democratic Services

London Borough of Hillingdon
Council AGM – 11 May 2023