

Minutes

EXTERNAL SERVICES SCRUTINY COMMITTEE

17 September 2015

Meeting held at Committee Room 6 - Civic Centre,
High Street, Uxbridge UB8 1UW



HILLINGDON
LONDON

	<p>Committee Members Present: Councillors John Riley (Chairman), Ian Edwards (Vice-Chairman), Lynne Allen (In place of Tony Burles), Brian Crowe, Phoday Jarjussey (Labour Lead), John Oswell, Brian Stead (In place of Allan Kauffman) and Michael White</p> <p>Also Present: Jeff Maslen - Healthwatch Hillingdon Richard Claydon - London Fire Brigade (Hillingdon) Niamh Farren - London Community Rehabilitation Company Juliet Wharrick - National Probation Service</p> <p>LBH Officers Present: Ed Shaylor (Service Manager - Community Safety), Gary Collier (Better Care Fund Programme Manager) and Nikki O'Halloran</p>
15.	<p>APOLOGIES FOR ABSENCE AND TO REPORT THE PRESENCE OF ANY SUBSTITUTE MEMBERS (<i>Agenda Item 1</i>)</p> <p>Apologies for absence had been received from Councillors Tony Burles and Allan Kauffman. Councillors Lynne Allen and Brian Stead were present as their substitutes.</p>
16.	<p>EXCLUSION OF PRESS AND PUBLIC (<i>Agenda Item 3</i>)</p> <p>RESOLVED: That all items of business be considered in public.</p>
17.	<p>MINUTES OF THE PREVIOUS MEETING - 14 JULY 2015 (<i>Agenda Item 4</i>)</p> <p>It was noted that further information had been provided with regard to the majority of the actions that had been noted in the minutes of the last meeting. This information had been provided to Members of the Committee in hard copy format. The Democratic Services Manager would contact the responsible officers with regard to the outstanding actions and report back to Members once the information had been provided.</p> <p>The Chairman noted that the Committee was aware of the Shaping a healthier future (SaHF) programme and the impact that the closure of the maternity unit at Ealing Hospital would have on Hillingdon Hospital. In addition, SaHF would also see the closure of children's inpatient services at Ealing Hospital. The Chairman was keen to ensure that the Committee was kept up to date on the possible implications for Hillingdon and, as such, requested an update at the Committee's meeting on 17 November 2015.</p> <p>RESOLVED: That:</p> <ol style="list-style-type: none">1. the Committee receive an update on SaHF at its meeting on 17 November 2015; and

2. the minutes of the meeting held on 14 July 2015 be agreed as a correct record.

18. **UPDATE ON THE PROVISION OF HEALTH SERVICES IN THE BOROUGH**
(Agenda Item 5)

Mr Jeff Maslen, Chair of Healthwatch Hillingdon (HH), advised that the organisation's Annual Report 2014/2015 had included a lot of detail about the work that it had undertaken during the last year. This work had included a number of successes but HH was keen to question the impact of its intervention and had included evidence in the report to support this success. Examples of work undertaken in the last year included:

- acting as a strong independent advocate for the implementation of National Institute of Clinical Excellence (NICE);
- CAMHS commissioning; and
- improvements to the maternity service.

It was noted that HH's work was evidence based and sought to influence through providing constructive feedback and acting as a critical friend. Mr Maslen advised that HH had worked hard to build its credibility with commissioners and providers but that it did publicise its findings when necessary. For example, CAMHS had been failing in Hillingdon and the situation was becoming more serious through a lack of early intervention which could then impact on adulthood. As well as not being in the patient's best interest, this, in turn, posed additional cost implications for other services. The CAMHS report produced by HH (Seen & heard - Why not now?) had resulted from contact with young people who had received a dysfunctional service and had proved to be a powerful piece of work.

HH worked on a two year cycle and was keen undertake do more projects that would have an impact. To this end, new and innovative ways were being developed to gather individuals' thoughts and experiences of local services. HH hoped to look into the following issues over the next two years:

- unsafe discharges;
- maternity services;
- CAMHS;
- Primary care - possibly something around the new model at the heart of all NHS strategic approaches;
- Care homes; and
- Shaping a healthier future (SaHF) - which was driving change across health services in North West London (NWL).

It was noted that there were issues with regard to patients finding it difficult to cancel their GP appointments. Members were advised that HH was aware of issues around primary care (the organisation received more calls about primary care than anything else) and that this would be included as a future work stream. Mr Maslen advised that HH and the Council were members of a primary care access group that had been established to look at these issues. In addition, HH tended to contact specific surgeries in relation to issues raised by residents and that they were generally responsive. It was noted that the External Services Scrutiny Committee would be looking to undertake a major review of primary care / GP issues during this municipal year.

Mr Maslen advised that HH had limited powers but that it was aware of the conflict of interest with the CCG joint commissioning services from other GPs. He noted that HH's role would be to continue monitor these arrangements to ensure that the conflict

was being dealt with appropriately and advised that he had attended a joint commissioning meeting that afternoon.

HH was aware that CAMHS was underfunded on a national and local level and that additional funding to support the service would be welcomed. However, Mr Maslen noted that not all service improvements had costs attached and that an inefficient organisation was also a high cost organisation.

Members were advised that NHS England was driving service changes in NWL through the SaHF programme. Although the programme had initially only included clinical indicators of success, HH influence had led to the inclusion of softer indicators which were now in place.

Members congratulated HH on the work that the organisation had undertaken and the progress that it had made. Mr Maslen advised that HH funding was more secure than Healthwatch in other parts of NWL as a result of good relations with the Council. This had meant that HH had secured a two year contract with the Council, enabling the organisation to plan with the confidence and resources that it needed.

Although HH had 'enter and view' powers, these had not yet been formally used. However, should HH become aware of anything untoward, it would give notice and then go in to inspect the service. Mr Maslen advised that, when HH had previously had concerns, the agency involved had been cooperative so there had been no need to use the 'enter and view' power.

The Committee was advised that the Council had a care services inspection team which had responsibility under the Care Act to undertake announced and unannounced inspections. These inspections were often informed by intelligence from HH. Mr Maslen was not aware of any other local organisations that had this power.

It was noted that CNWL had recently been inspected by the Care Quality Commission (CQC) and that the resultant report had not been particularly good. Mr Maslen stated that CNWL provided services in a number of NWL boroughs as well as Milton Keynes and Camden but that Hillingdon did not seem to be getting a 'fair crack of the whip'. This issue had been raised with CNWL's Chairman but had not yet been progressed.

The Chairman noted that HH had contributed significantly to health improvements in Borough during a very short period. Although some of the issues dealt with by HH could be deemed to be small, these were not insignificant matters to those that were facing them.

RESOLVED: That the report and presentation be noted.

19. **SAFER HILLINGDON PARTNERSHIP PERFORMANCE MONITORING** (*Agenda Item 6*)

Mr Ed Shaylor, the Council's Community Safety Manager, advised that the report had been split into two parts:

- Part 1 - the Safer Hillingdon Partnership's (SHP) performance in 2014/2015; and
- Part 2 - the SHP's new objectives for 2015/16 and performance to date.

With regard to the 2014/15 target in relation to at least 70% of reporters of ASB to the Council being satisfied, it was noted that the survey had identified a 50% satisfaction level, thus missing the target. It was noted that this did not align with the Council's self assessment of its performance which had identified that 87% of ASB cases reported to

the Council were closed with successful outcomes. Mr Shaylor stated that there were reports which could be easily classed as having a successful outcome, e.g., the removal of an abandoned vehicle. However, the Council also classed reports that were referred on to TfL, the Environment Agency and other agencies (when they were outside the purview of the authority) as successful (as the Council had fulfilled its duty) even though the issue that had been reported had not been resolved at that point. The Committee suggested that these instances should not be classed as successful as the issue had not actually been resolved.

Mr Shaylor advised that changes had since been made to the way that the Council dealt with reports of ASB but that further work was still required with regard to the speed with which action was taken by the Council. In addition, information about what residents could expect from the service had been included in Hillingdon People.

Members were advised that ensuring priority Integrated Offender Management (IOM) offenders were provided with additional support would be part of the London Crime Prevention Fund project which was still under negotiation. It was noted that Trinity Housing and other housing associations provided housing for many offenders. Whilst it was important to ensure that offenders could lead a stable life, it was also recognised that housing provision for them, many of whom were single men, tended to be in Houses of Multiple Occupation (HMOs) as this was a more affordable option and therefore more sustainable. Mr Shaylor advised that it was difficult to balance this provision of housing with the wishes of other residents in the Borough.

Mr Shaylor acknowledged that the targets in relation to reducing risk factors associated with youth offending had been missed in 2014/2015. He advised that these targets had been removed from for 2015/2016 as it was an issue being monitored and addressed by the Youth Offending Service (YOS) Management Board and Children's Services. It was noted that the number of young offenders in Hillingdon was small but that, during 2014/2015 there had been a slight increase (about 200 had been identified and 125 had gone before a court).

The Committee welcomed the partnership working that had been illustrated in the 2014/2015 report and commended the new streamlined reporting format for the current year.

RESOLVED: That the report and presentation be noted.

20. **LONDON FIRE BRIGADE - PREVENTATIVE WORK** (*Agenda Item 7*)

Mr Richard Claydon, Borough Commander of the London Fire Brigade (LFB) in Hillingdon, advised that he had worked for the LFB for 30 years, during which time he had been Commander in three boroughs. Mr Claydon had been in post at Hillingdon for three months and noted that, from an LFB perspective, the Borough was very safe, ranking in the mid twenties of the 33 London boroughs.

Members were advised that there had been a 50% reduction in the number of incidents in Hillingdon and that the Borough received approximately 3,000 calls. There were four fire stations in Hillingdon, one aerial platform and five fire engines.

Mr Claydon advised that, in the last six months, there had been:

- 60 dwelling fires, with eight fire injuries that required hospital treatment (there had been 156 dwelling fires with 25 fire injuries in the last 12 months); and
- 117 arsons. Of the 223 arsons in the last 12 months, 30 had been set on the RAF Uxbridge site during the schools holidays. The LFB had worked closely

with the site security team, the RAF police and the Metropolitan Police Service to address the issue. Although there had been no prosecutions, there had been no further arsons on the site.

With regard to outdoor rubbish fires, Members noted that LFB had been working with Mr Shaylor and his team. Fire crews checked hotspots on a daily basis and reported the presence of rubbish to the Council so that it could be cleared.

Members were advised that the Safe Drive Stay Alive programme was led and funded by TfL in London and was aimed at young people in sixth form. The programme would be held in November 2015 and would include a number of VIP days which Members were invited to attend.

Mr Claydon noted that, with regard to hoax calls, the LFB had schools led teams that concentrated on high risk areas - there were few high risk areas in Hillingdon. Although the 36 first schools in Hillingdon were deemed low risk, a new engagement initiative had been introduced to talk to these young people about fire safety as well as the implications of making hoax calls.

The LFB had completed 2,614 Home Fire Safety Visits (HFSV) in the last rolling 12 month period (against a target of 2,400) with 86% of these being undertaken with vulnerable people (against a target of at least 80%). Further plans were being developed to increase this number even further. It was noted that HFSV were available to anyone. As well as being able to fit smoke alarms and talk to the householders about what they would do in case of a fire, these visits also enabled the LFB to identify vulnerable individuals and refer them to partner agencies.

Mr Claydon stated that those at biggest risk of fatal fires were vulnerable people that were unknown to the LFB. As such, effort was made to ensure that front line staff (e.g., carers) made the authorities aware of any vulnerable people so that this information could be shared appropriately. Once the LFB was aware of a vulnerable person, they were able to undertake a risk assessment and fit smoke detectors within 48 hours. Members were advised that the LFB could also offer free fire resistant bedding to vulnerable individuals when appropriate.

The Committee was advised that Mr Claydon chaired the Vulnerable Persons Panel (VPP) where the agencies reviewed cases where it was harder to engage with an individual. The Panel reviewed approximately 4-6 cases each month and there were currently 3-4 outstanding cases. Since chairing the VPP, Mr Claydon had introduced an immediate referral scheme.

The annual Junior Citizen's Programme (JCP) would next be held in March 2016 and was aimed, through schools, at 10-11 year olds (Year 6 pupils). The JCP, which was funded by the Council, involved partner agencies and enabled the LFB to talk to these young people about fire safety and prevention. Mr Claydon advised that Hillingdon's JCP was seen as the best in London and only cost the Council £8k.

As this was an annual event, it was anticipated that the majority of children in the Borough would pass through the scheme. However, it was noted that, despite sending an annual invitation, two schools continually refused to take part in the Programme. It was suggested that consideration be given to lobbying the Parent and Teachers Associations and the Boards of Governors at these schools to encourage them to take part.

In addition to the JCP, the LFB visited secondary schools to talk about fire safety.

Other engagement initiatives being considered included a summer school and cadets (the latter would be a one year programme, cost in the region of £23k to set up and successful completion would result in the award of an NVQ). Consideration was also being given to the introduction of the LIFE Scheme which would involve up to 15 low level offenders that had dropped out of main stream schooling participating in a week long fire fighter's course. Although the LIFE Scheme would cost approximately £23k to run, the LFB match funded any contributions.

RESOLVED: That the report and presentation be noted.

21. **PROBATION SERVICE - REDUCING REOFFENDING BY ADULT OFFENDERS**
(Agenda Item 8)

Ms Juliet Wharrick, National Probation Service (NPS), advised that she was head of Ealing, Harrow and Hillingdon local delivery. She noted that the NPS and London Community Rehabilitation Company (LCRC) had been established on 1 June 2014 and that the transformation programme that had taken place over the last year had been challenging. The NPS was now part of the Ministry of Justice's Offender Service and was therefore better aligned with the court system. However, the NPS was made up of seven divisions which did not align with local authority areas. It was noted that the NPS was now in a 'stabilisation period' and was completing an effectiveness, efficiency and savings programme to align with the cuts being undertaken by other areas of the public sector.

The NPS was a public body which was tasked with dealing with the most high risk offenders that served longer sentences (there were approximately 15k) - in Hillingdon, the NPS case load was approximately 350. It was responsible for undertaking court based assessments (risk assessment / management) and producing the associated reports.

Ms Wharrick advised that the provision of housing for individuals who had served long term sentences was particularly challenging as there were not enough approved premises and they often had little in the way of family support. Concern was expressed that placing offenders in a House of Multiple Occupation (HMO) with other offenders would not necessarily help them to leave their criminal past behind. Ms Wharrick stated that the NPS did not have access to housing and therefore had little control over where these offenders lived so often had to use the one bedroom accommodation that was available. However, through MAPPA (Multi Agency Public Protection Arrangements), the NPS continued to work hard in the placement of sex offenders.

Ms Niamh Farren, Assistant Chief Officer Hillingdon and Hounslow at the LCRC, advised that ownership of the LCRC transferred to MTCnovo on 1 February 2015. MTCnovo was a joint venture involving MTC (Management Training Corporation - a private American company) and novo (a consortium of public, private and third sector organisations). The LCRC was the largest of the 21 CRCs in the country and managed approximately 25,000 medium and low risk cases.

Members were advised that the LCRC ran accredited programmes and senior attendance centres, led on Integrated Offender Management (IOM), delivered Community Payback and provided support services such as housing, education, training/employment, mentoring and Restorative Justice. A 'Through the Gate' resettlement service had recently been introduced for prisoners with less than 12 weeks left in custody. As prisoners with shorter sentences were deemed more likely to reoffend, it was anticipated that this early intervention to address their behaviour would reduce the likelihood of them reoffending. The Committee noted that the recent

introduction of new legislation had meant that all offenders were now subject to a supervision order, irrespective of the length of their sentence

Improvements introduced by MTCnovo included:

- streamlining administration - to free frontline staff from dealing with paperwork and enable them to focus on direct work with offenders;
- new IT systems - to increase the organisation's efficiency and effectiveness and enable more flexible working; and
- from 7 December 2015, working with offenders in cohorts - to target rehabilitation work more effectively to reduce reoffending: 18-25 year old males; 26-49 year old males; 50+ year old males; women; and those with mental health and intellectual disabilities as their primary presenting need. It was noted that, with regard to the women cohort, there tended to be fewer female offenders, they were often more complex cases (e.g., they may have suffered domestic violence) and therefore needed a multi agency approach.

As the changes made to help reduce re-offending over the last 18 months had not yet come into effect, Ms Farren noted that she would only be able to talk about what the impact was likely to be. However, she was confident that the staff had been engaged throughout the transformation process and the right staff were now in the right place.

It was noted that there had been some slippage with regard to achieving the first quarter targets for 2015/2016 in relation to: 90% of offenders completing their Unpaid Work Requirement (86% achieved) and 90% of offenders successfully completing their programme requirement (86% achieved). Ms Farren advised that these targets had been difficult to set as the 2015/2016 period straddled the move from a cluster arrangement to a cohort arrangement. She noted that the move to cohorts would make it easier to extract Hillingdon-specific data and that she would pass this information to Mr Shaylor for circulation to the Committee. Members were assured that Hillingdon was performing well.

The Committee noted that there were currently approximately 1,000 people in custody, on licence, etc in Hillingdon. They were advised that the Community Payback scheme had been integrated into all of the cohorts and that responsibility for the scheme had returned to LCRC from Serco. Members recalled the Mayoral initiative which had involved Community Payback participants clearing the canal towpath in Hayes. Ms Farren advised that the LCRC would welcome update requests from the Committee in relation to Community Payback and noted that the organisation could now be responsive to requests from local authorities for specific projects to be undertaken for a community benefit.

Members were advised that the LCRC remained committed to maintaining partnership working, particularly in relation to IOM. To this end, the organisation would be introducing a more strategic approach to stakeholder relations.

RESOLVED: That:

- 1. Ms Farren provide Mr Shaylor with Hillingdon-specific data for circulation to Members in relation to:**
 - a. offenders completing their Unpaid Work Requirement; and**
 - b. offenders successfully completing their programme requirement;****and**
- 2. the report and presentation be noted.**

Consideration was given to the Committee's Work Programme. It was noted that, since the agenda for this meeting had been published, confirmation had been received that the following representatives from The Hillingdon Hospitals NHS Foundation Trust (THH) would be attending the additional meeting that had been scheduled to specifically look at the CQC's recent re-inspection report:

- Mr Shane DeGaris - Chief Executive
- Professor Theresa Murphy - Director of Patient Experience, Nursing and DIP
- Dr Abbas Khakoo - Medical Director

It was agreed that the Committee would set up a Working Group (comprising 3 Conservative Members and 2 Labour Members) to undertake a major review of GP pressures. This review would be undertaken following the completion of the review of under 18 alcohol related presentations at A&E which was currently underway.

Members requested that the Committee receive an update in relation to the Shaping a healthier future programme at its meeting on 17 November 2015.

RESOLVED: That the Work Programme, as amended, be noted.

The meeting, which commenced at 6.00 pm, closed at 8.23 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.