

# Policy Overview & Scrutiny in Hillingdon



**Putting our residents first  
Annual Report 2016/17**



# About Overview & Scrutiny

**This annual report provides the opportunity to review the work and achievements of Hillingdon's Policy Overview & Scrutiny Committees during the 2016/17 Municipal Year and to highlight key developments.**

In Hillingdon, Policy Overview Committees (POCs) are responsible for the monitoring of a specific range of Council services. In addition to these POCs, Hillingdon has an Executive Scrutiny Committee, which is responsible for post executive-decision scrutiny and call-in, and the External Services Scrutiny Committee, which is responsible for scrutinising those services provided by non-Council organisations, including health and crime and disorder related matters.

Each of these Committees undertakes its role through a series of activities which include single meeting reviews and in-depth reviews on specific issues. These reviews provide the opportunity to hear from residents, members of the public and expert witnesses, including officers from other councils and external organisations.

Reviews usually make recommendations to the Cabinet on how the Council could further enhance its work. In addition, the Committees are able to request information in response to particular concerns, comment on reports to Cabinet for decision and provide useful input into Cabinet's annual budget proposals before they are approved by Council each year. POCs therefore play an important role in ensuring that the Council continues to provide high quality, value-for-money services, putting our residents first.

Under the Local Government and Public Involvement in Health Act 2007, Policy Overview Committees can consider 'Councillor Calls For Action' submissions. These powers enable all Councillors to ask for discussions at POCs on issues where local problems have arisen and other methods of resolution have been exhausted. No such Calls for Actions have been considered to date.

# Corporate Services & Partnerships



**Councillor Scott Seaman-Digby (Chairman)**

**Councillor Richard Mills (Vice-Chairman)**

**Councillor Wayne Bridges**

**Councillor Tony Burles**

**Councillor Duncan Flynn**

**Councillor Narinder Garg**

**Councillor Raymond Graham**

**Councillor Henry Higgins**

**Councillor Robin Sansarpuri (Opposition Lead)**

**Officer Lead: Luke Taylor, Democratic Services**

## Overview

The Committee is responsible for the policy overview role for a broad array of Council services, provided mainly by the Council's Administration and Finance Directorates. These include strategy, policy and internal functions, such as finance, property, partnerships, personnel, democratic services, legal services, ICT and economic development. The Committee has undertaken one review this year.

## Recruitment in Hillingdon

The aim of the review was to investigate ways in which Hillingdon Council could modernise and improve its recruitment procedures to attract high-calibre staff and ensure the Council remains an attractive employer.

The review examined how the Council conducted its recruitment process, and looked at ways recruitment was carried out in both the public and private sector to help consider in what areas the Council could improve, with witnesses from both the Council's own Human Resources department and the Managing Director of an external recruitment organisation.

From April to December 2016, Hillingdon Council recruited 317 new staff members, in contrast with 366 for the same period in 2015. With voluntary turnover due to resignation accounting for 320 of 480 employees leaving the Council in 2015/16, recruitment requirements will continue to exceed 300 new starters this year in an organisation of over 2,700 employees, despite the Council transitioning to a smaller workforce. These figures show the importance of recruitment to the organisation, as it relies on the ability to employ high-calibre staff members who can perform well in a range of tasks and roles.

The review allowed the opportunity to have a better look at more recent changes to recruitment, and understand how they could be put into action in Hillingdon, allowing for long-term improvements that will benefit the Council in the future, as well as the present.

Fundamental to the review, it was considered vital that the Council develop an employer brand which it could use to give the organisation a unique and attractive message for prospective employees. In turn, this brand could be used to help promote the Council, particularly in online recruitment.

The Committee noted that online recruitment and social media had changed the way the job market operates, and the review found that it was important for the Council to move with the times and tap into these new methods of recruitment, including LinkedIn and Glassdoor. By combining a new social media policy with an employer brand, the Council can use these new methods of recruitment to reach out to a new market of candidates.

The suggested improvements were not just limited to recruitment either, with attention paid to staff induction and retention to ensure the Council is able to retain the staff that it recruits. The review found that it was important for the Council to encourage a culture of internal advocacy among staff members, which would not only help to recruit prospective candidates, but also encourage staff retention and help to foster a talent pool of existing staff and an alumni network which will help to ensure staff are a good culture-fit for the organisation, as well as having the skills needed to succeed in a role.

By delivering these recommendations using a smart approach within the Council's budgetary requirements, the Committee believed it would allow the Council to approach the future confident in its ability to compete at a high level in this new era of recruitment.

Recommendations made by the review were agreed by Cabinet in April 2017.

# Children, Young People & Learning



**Councillor Jane Palmer (Chairman)**

**Councillor Nick Denys (Vice-Chairman)**

**Councillor Jem Duducu**

**Councillor Dominic Gilham**

**Councillor Becky Haggar**

**Councillor Allan Kauffman**

**Councillor John Oswell**

**Councillor Jagjit Singh**

**Councillor Jan Sweeting (Opposition Lead)**

**Mr Anthony Little - Roman Catholic Diocesan representative (on education related matters only)**

**Officer Lead: Anisha Teji, Democratic Services**

## Overview

The Committee is responsible for the policy overview role in relation to education, schools, the early-years service, the youth service and social care services for children and young people. In addition to its wider remit, the Committee has undertaken a minor review and a major review during 2016/2017.

## Supporting Educational Aspiration for Disadvantaged Children

For the minor review, the Committee investigated how educational aspiration could be supported by disadvantaged children in order to improve attainment. This was due to concerns raised by Government data that demonstrated that children from disadvantaged backgrounds were far less likely to achieve good academic results. The Hillingdon School Improvement Plan acknowledged that the gap between key vulnerable groups, including disadvantaged children, and their peers in school was not closing quickly enough and did not compare favourably with the national picture for all children.

To investigate this, the Committee held a witness session on 16 March 2016 where it heard oral evidence and received a written submission from three head teachers that worked in schools within the Borough and a representative from the Key Working Service within the Council's Early Intervention and Prevention Service. The Committee received a further written submission from a head teacher on 13 April 2016 and held the last witness session on 14 June 2016 where it heard from more head teachers within the Borough.

During the course of the review, it was evident to the Committee that a wide variety of work was already undertaken by the Council in relation to school improvement and the support provided for disadvantaged families. There were, however, areas where further support could be looked at and these formed the basis for the recommendations made by the Committee. Areas of improvement included: enhancing partnership and collaborative working to boost attendance of disadvantaged pupils, recruitment and retention of staff, information on pupil premium funding and eligibility, directory of relevant services, a

review of the frequency of some children and families moving temporary accommodation and the availability of health checks.

Recommendations made by the review were approved by Cabinet in December 2016.

### **Major review of the Local Authority's Current and Future Relationship with Academies and Free Schools**

With the changing landscape in education, there are a number of different types of schools within the Borough, which cannot always be easy to distinguish. These schools vary in the way that they are set up, the curriculum, governance, the structure of management, the management of finances and the responsible authorities to whom they are accountable. It is within this context that the Committee decided to undertake a review into the Local Authority's current and future relationship with academies and free schools.

The Committee had three witness sessions and heard from a range of witness from head teachers, LBH officers and representatives from executive committees, along with the Cabinet Member for Education and Children's Services. The Committee also sent surveys to headteachers within the Borough seeking their opinions and perspective on the Local Authority's Current and Future Relationship with Academies and Free Schools. The Committee's findings and recommendations will be considered by Cabinet in 2017.

# Residents' & Environmental Services



**Councillor Michael White (Chairman)**

**Councillor Michael Markham (Vice-Chairman)**

**Councillor Jas Dhot (Opposition Lead)**

**Councillor Patrica Jackson**

**Councillor Allan Kauffman**

**Councillor Judy Kelly**

**Councillor Kuldeep Lakhmana**

**Councillor John Morse**

**Councillor Brian Stead**

**Officer Lead: Khalid Ahmed, Democratic Services**

## Overview

The Committee is responsible for the policy overview role for a diverse range of Council services often central to residents' quality of life. This remit extends to highways, transport, footpaths, green spaces, planning, heritage, waste & recycling, sport & leisure, environmental health and beyond. Over the year, the Committee received information reports on Weed Control in the Borough, Safety at Sports Grounds, updates on the Local Plan 2, the Council's policy of the replacement of paving stones and an update on the the Committee's previous review on Regulations and Byelaws relating to Cemeteries and Burial Grounds within Hillingdon.

## Disposal of Charity Shop Waste at New Years Green Lane Civic Amenity Site

This review was undertaken on account of the increasing volume of charity shop waste which was being disposed of at the Council's New Years Green Lane Civic Amenity site. Charities were not charged for this service which cost the Council £130 per tonne to dispose of. By comparison, £160 per tonne is the cost which businesses have to pay to dispose of trade waste.

Data was provided for the review which indicated that some of the larger charities were using New Years Green Lane to dispose of unwanted materials which had been collected from house clearances. These materials were mainly items which could not be sold in charity shops for revenue for the charity, so they were taken to New Years Green Lane as mixed waste, and disposed of at no cost to the charity.

Evidence suggested that charities from outside the Borough were also taking waste to New Years Green Lane where they were not being charged because other neighbouring waste authorities operated a charging structure.

The Committee heard from charities which operated in the Borough, who provided the Committee with their waste strategies, and it was apparent that most local charities do not generate general waste greater than 10 tonnes.



The Committee therefore recommended charities based within the Borough be given an annual free waste allowance of 10 tonnes for all non-recyclable waste disposed of at New Years Green Lane Civic Amenity site and over that be charged at the trade waste rate of £160 per tonne. For all charities based outside the Borough it was recommended they be charged the trade waste rate of £160 per tonne for the disposal of any waste.

The review sought to sensitively balance the wonderful work of local charities and the cost to the Council of disposing of charity shop waste.

## **Shisha Bars, Lounges and Cafes**

The purpose of the review was for the Committee to look at the controls the Council and its partners had in relation to Shisha Bars, Lounges and Cafes in the Borough and the health impacts, nuisance, amenity and harm caused by unregulated shisha smoking.

Shisha smoking is a London and nation-wide issue and the review aimed to further develop the Council's relationships with partner agencies, working jointly, sharing learning and moving forward with a unified position on shisha smoking, ensuring communities get the best results from collective efforts.

Shisha smoking is a way of smoking tobacco or herbal smoking product (which can be flavoured) through a waterpipe or hookah. Businesses are not required to have a specific licence for shisha smoking, and at the start of the review, there was no definitive list of premises within the Borough of Hillingdon.

However, the Council is aware of a large number of premises which offer shisha smoking through its licensing, trading standards, planning and enforcement functions and this intelligence could be shared to enable a fuller picture of the number of premises where shisha smoking takes place.

The Committee looked at a range of regulatory tools which could be used to help limit the impact of shisha smoking, involving different services and agencies. Officers from a number of Council services areas; Licensing, Trading Standards, Food Health & Safety, Environmental Protection Unit, Planning Enforcement and Public Health were involved in the review.

A point of reference for the review was a notable report commissioned by Westminster City Council which looked at the the public health implications of Shisha Smoking.

The final report and recommendations of the review will be submitted to Cabinet in 2017.

# Social Services, Housing & Public Health



**Councillor Wayne Bridges (Chairman)**

**Councillor Jane Palmer (Vice-Chairman)**

**Councillor Shehryar Ahmad-Wallana**

**Councillor Teji Barnes**

**Councillor Peter Davis**

**Councillor Beulah East (Opposition Lead)**

**Councillor Tony Eginton**

**Councillor Becky Haggar**

**Councillor Peter Money**

**Co-Opted Member: Mrs Mary O'Connor (Health, Disabilities and Wellbeing Champion)**

**Officer Lead: Neil Fraser, Democratic Services**

## Overview

The Social Services, Housing & Public Health Policy Overview Committee is responsible for undertaking the policy overview role in relation to the Council's Adult Social Care, Housing and Public Health responsibilities. In addition to monitoring performance, considering the Budget and receiving several overview reports on Public Health, the Committee has commissioned two new reviews, and completed one further review from the previous municipal year.

## Stroke Prevention in Hillingdon

The Committee continued to review action currently being undertaken to prevent strokes in Hillingdon, and investigate best practice from both other Local Authorities and stroke organisations.

According to GP data in 2014/15 there were 3,336 patients in Hillingdon who had suffered stroke. With the estimated average cost to the NHS of £10,000 per stroke patient, and with survivor costs reaching £100,000 per year for as long as the person lives, there are some significant ramifications.

The Committee, therefore, felt it was important to focus on raising awareness of stroke prevention and learn lessons from external organisations which would contribute to the Council's preventative agenda, given the long term human and financial costs associated with aftermath of stroke.

It is anticipated the review will be considered by Cabinet shortly in 2017.

## Hospital Discharges

The Committee's first new review of the year examined the discharge process from hospital and how people are supported into the least restrictive care setting, in order to

maximise their independence and safely meet their needs. The focus of the review was on Hillingdon Hospital where around 80% of people admitted are resident within the Borough. Of those admitted as emergencies, almost 30% are people aged 65 and over and registered with Hillingdon GPs, and for these reasons the Committee agreed that this age profile would be the focus of the review.

During 2015/16 there were 50,696 admissions to The Hillingdon Hospitals NHS Foundation Trust's (THH) beds. Whilst 25,256 admissions were planned for (also known as elective procedures), 25,440 were admitted as emergencies (also known as non-elective admissions) and of these nearly 30% (7,593) were people aged 65 and over registered with a Hillingdon GP.

In 2015/16 there were 4,196 delayed days for Hillingdon residents and/or people registered with a Hillingdon GP aged 18 and over. Research shows that the longer an older person is in hospital not only are they likely to become increasingly confused but there is also an increasing risk of them contracting a hospital acquired infection. In addition, delays in discharging people who are medically fit or medically stable increases pressure on hospital bed provision, which can lead to higher costs due to the necessity of opening escalation wards.

Nationally, everyday, more than 6000 patients who are well enough to leave hospital are unable to do so because of insufficient local care models. With a 23% rise in delays in discharge nationally since June 2015, "joined-up care" remains the single most important feature for ensuring greater patient safety and efficient hospital discharge planning. The National Audit Office (NAO) estimates the cost to the NHS of older patients in hospital beds, no longer in need of acute treatment, totals £820 million every year. Longer stays in hospital also lead to increased social care costs.

The Committee identified that the most effective method for addressing a hospital admission is to prevent it from occurring in the first place. To achieve this, the Committee was provided with details of initiatives such as an anticipatory model of care for older people, the Better Care Fund Plan (BCF), and Discharge Pathway plans.

It is anticipated the review will be considered by Cabinet in the coming months.

## **Changes to Housing Benefits**

The Committee's second review focussed on the changes to housing benefits mandated by Government, and how these impact on residents and the work of the Council.

Local Government is facing a challenging financial situation, with funding from central Government having been cut significantly in recent years. The introduction of welfare reforms has had some effect residents across the Borough, and more reforms are to be implemented. The Welfare Reform Act 2012 saw the start of a significant change to welfare provision in Britain, which continued with the welfare announcements made in the summer budget of July 2015 and the Welfare Reform and Work Bill. From April 2016, further reforms have been implemented, with suggestions for additional changes set out in the Homelessness Reduction Bill 2016/17.

Hillingdon has 23,500 households currently claiming housing benefit and/or Council Tax Reduction. In 2015/16 Hillingdon paid £151 million in housing benefit and £14.8 million

through the council tax reduction scheme. The Benefit service also operates two reception areas, which see an average of 5000 customers a month.

As the policies that govern changes to housing and other benefits are national in nature, it has been recognised that the opportunity to influence what happens at a local level is small. With this in mind, the review has aimed to look at what changes are required, understand how the Council is supporting residents through these changes, and what impact the required implementation of these changes is having on the working practices of the Council.

The review is currently ongoing, and is expected to be considered by Cabinet in Autumn 2017.

# Executive Scrutiny



**Councillor Henry Higgins (Chairman)**

**Councillor John Riley (Vice-Chairman)**

**Councillor Wayne Bridges**

**Councillor Nick Denys**

**Councillor Duncan Flynn**

**Councillor Mo Khursheed (Leader of the Opposition)**

**Councillor John Oswell**

**Councillor Jan Sweeting**

**Mr Anthony Little - Roman Catholic Diocesan representative (on education related matters only)**

**Officer Lead: Mark Braddock, Democratic Services**

## Scrutiny of decision-making

A period of 5 working days must elapse before any formal key decision taken by the Cabinet or Cabinet Member can be implemented by officers. The Executive Scrutiny Committee's primary role is therefore to scrutinise such decisions that have been taken but have not yet been implemented.

This is known as the 'call-in' power. If the Executive Scrutiny Committee considers any of these decisions to be deficient, they may refer the decision back to the Cabinet or Cabinet Member(s) for further consideration. The Committee use a set of criteria to guide them in this process. The Committee meets immediately after the conclusion of a meeting of the Cabinet to enable Members to review the decisions taken and, if agreed by a majority, give consideration to the potential for the call-in of a particular matter.

**During 2016/17, no call-in of any Cabinet or executive decision was made.**

The Chairman of the Executive Scrutiny Committee has the constitutional role of being able to waive the 'call-in' power 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. This enables such decisions to be implemented with immediate effect. They are otherwise known as "urgency" or "special urgency" decisions depending on the necessity of the matter.

During 2016/17, out of approximately 500 executive decisions, the Chairman carefully considered and agreed to the waiver of the call-in power for 59 such decisions to assist critical service delivery.

The Chairman also plays a constitutional role in being notified of any future key decisions, primarily to the Cabinet, where it has been impracticable to give sufficient notice of a decision in the Forward Plan.

To assist in their deliberations, the Committee requested clarification on a number of matters within individual Cabinet reports, which were responded to by officers either at or after the meeting.

# External Services Scrutiny



**Councillor John Riley (Chairman)**

**Councillor Ian Edwards (Vice Chairman)**

**Councillor Phoday Jarjussey (Opposition Lead)**

**Councillor Teji Barnes**

**Councillor Mohinder Birah**

**Councillor Tony Burles**

**Councillor Brian Crowe**

**Councillor Michael White**

**Officer Lead: Nikki O'Halloran, Democratic Services**

## The role of external scrutiny

The External Services Scrutiny Committee has a broad remit to scrutinise all non-Hillingdon Council organisations whose actions affect Hillingdon residents. This Committee also undertakes the health scrutiny role as required by the Health & Social Care Act 2001 and acts as the Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009.

Over the past year, Members have continued to develop the reputation of this important scrutiny committee so that the highest, most senior and influential members of outside agencies regularly attend. These witnesses will often seek assurances that they will be included in the meetings so that the Committee can hear what they have to say. They have become used to the Committee's in-depth challenging questioning and commentary and welcome a forum where external agencies can meet in a calm but probing atmosphere in order to demonstrate how their service can improve the lives of residents.

As well as undertaking light touch reviews and receiving update reports (in relation to the Like Minded Strategy, Strategic Service Delivery Plan Prevent and the Safer Hillingdon Partnership), the Committee has also monitored the performance of the local NHS Trusts (with a view to later providing evidence to the CQC during its inspections).

## Single Meeting Review: Child Sexual Exploitation

The Committee undertook a single meeting review into child sexual exploitation (CSE) and, as the issue was cross-cutting, the Chairmen and Labour Leads from the Social Services, Health and Housing and Children, Young People and Learning Policy Overview Committees were invited to join the Committee. The review looked at the changes that had been made to procedures and practices in the Borough in relation to CSE since Members had last looked at this issue two years previously. A number of areas for possible improvement were highlighted.

Training had previously been identified as an area for improvement. In the last two years, CSE training has been delivered by the Council to approximately 1,200 individuals from organisations such as hospitals, pharmacists, foster carers, housing officers, health education and Stockley Academy. Police detectives in Hillingdon have also received basic CSE awareness training and all uniformed police officers have been trained to use a CSE risk assessment template. Furthermore, Hillingdon Hospital has included CSE in its staff induction training and all staff dealing with children have received CSE training. A peer review undertaken by Havering had deemed Hillingdon's CSE training to be of a high standard.

Members were pleased to note that partner agencies felt that communication between them had improved. However, it has been suggested that the timing of the communication with the Virtual School could be improved when a missing looked after child is found and returned home.

There had been reports of some schools in the Borough using the Pupil Premium for counselling if the need was identified. However, there had also been reports that some children had experienced difficulties in getting this support in schools. To ensure that the message reaches all tiers within a school, the Committee suggested that partners liaise with the Board of Governors as well as the Headteacher as each Board will have a safeguarding lead.

A central unit within the Metropolitan Police Service (MPS) investigates CSE reports across London. Partner agencies were acutely aware that processes were not currently in place to gather all of the information needed. Whilst some of the poor information sharing is as a result of IT systems, it is more often attributable to how different boroughs treat CSE. To this end, the MPS is looking to implement changes to improve information sharing across boundaries. Similarly, Hillingdon Hospital continued to experience some challenges with regard to information sharing as not all neighbouring boroughs used the same IT system (Hillingdon Social Care is using this NHS system).

Other suggested improvements and anticipated changes included: undertaking a resource mapping exercise across the Borough; including awareness of grooming/CSE within PSHE.

Much progress has been made and Members are keen to ensure that Hillingdon continues to focus on CSE whilst also preempting and addressing other emerging issues. The Committee's findings from the review are to be incorporated into a report which will be considered by Cabinet in due course.

# Involving residents & partners

Members on Policy Overview and Scrutiny Committees actively seek to involve residents, interest groups, private and public organisations in the policy reviews their respective Committees undertake.

Strong witness testimony has, and continues to provide added value to the Committee's findings presented to the Cabinet for approval. 2016/17 was no exception, with the following external witnesses engaging in this important aspect of Hillingdon's democratic process:

- Metropolitan Police Service
- Hillingdon Clinical Commissioning Group
- Healthwatch Hillingdon
- The Hillingdon Hospitals NHS Foundation Trust
- Royal Brompton and Harefield NHS Foundation Trust
- Central and North West London NHS Foundation Trust
- London-wide Local Medical Committee
- Hillingdon Local Medical Committee
- London Ambulance Service NHS Trust
- London Fire Brigade
- National Probation Service
- Users of the Council's Key Working Service
- Stroke Association, Cafe Nero's Social Group
- Waste Management - London Borough of Harrow
- Primary Forum Executive
- Hillingdon Association of Secondary Headteachers
- Schools Forum
- Schools Strategic Partnership Board
- Governor Executive Committee
- Various headteachers
- Age UK Hillingdon
- British Heart Foundation
- Michael Sobell House
- TMP Worldwide



# Past and completed reviews

Policy Overview and Scrutiny Committees have undertaken comprehensive reviews of local service provision since 2002, with their findings incorporated into the core work the Council and its partners do to put residents first. Details of past reviews over the last 5 years are set out below. Copies of all reviews are available to read on the Council's website.

## 2015/16

- Raising Standards in Private Rented Accommodation
- The Effectiveness of Early Help to Promote Positive Outcomes for Families
- Alcohol Related Admissions Amongst Under 18s
- Hoarding in Hillingdon
- Diversifying the Street Champions Initiative
- The Effectiveness of Early Help to Promote Positive Outcomes for Families
- Supporting Educational Aspiration for Disadvantaged Children

## 2014/15

- Tackling Social Housing Fraud
- Review into Family Law Reforms
- Children's Oral Health
- A Review of Hillingdon's Corporate Complaints Procedure
- Policing and Mental Health Services
- Hillingdon's Implementation of the Special Educational Needs and Disability (SEND) Reforms
- The Cleaning and Maintenance Schedule for Hillingdon's Footpaths and Bridleways
- Hillingdon Child Sexual Exploitation Strategy
- Reducing the Risk of Young People Engaging in Criminal Activity and Anti-Social Behaviour
- Hillingdon's Shared Lives Scheme

## 2013/14

- Stigma: The Effect on Residents' Mental and Physical Health in the Borough
- Review of Anti-Social Behaviour Partnership Working in the Borough
- The Causes of Tenancy Failure and how it can be Prevented
- Using Our Water: Improving Efficiency and Developing Long-Term Strategies
- Improving Outcomes for Care Leavers Not in Education, Employment or Training (NEET)
- Strengthening the Council's Role as a Corporate Parent
- Reducing our Carbon Footprint

## 2012/13

- Community Cohesion and the accessing of Council services
- Crime Prevention Resources provided for Hillingdon Police and the free Older People's Burglar Alarms Scheme
- Leaving Care Grant
- Safeguarding of Children that go Missing
- Access to Education for Hillingdon's Vulnerable Children and Young People
- Review of the Regulations and Byelaws relating to Cemeteries and Burial Grounds within Hillingdon

- Review of local pest control services and the impact of waste management processes on them
- Review of Adult Community Mental Health Services
- Special Constables

**2011/12**

- Effectiveness of the Audit Committee and its Terms of Reference
- Operation and Function of Hillingdon First Card
- Elective Home Education
- Adoption & Permanency
- The Review of Mobile Technology and Telecommunications Equipment in Hillingdon Borough and beyond
- Personalisation and Disabilities with Reference to Transition
- Population Flows and the Impact on Housing Services in Hillingdon
- Re-Offending
- Dementia

