

# Policy Overview & Scrutiny

## Annual Report

2009/10



### Supported by Democratic Services

Find out more about Policy Overview & Scrutiny at Hillingdon on our website:  
[www.hillingdon.gov.uk/central/democracy/scrutiny/index.php](http://www.hillingdon.gov.uk/central/democracy/scrutiny/index.php)



HILLINGDON  
LONDON



INVESTOR IN PEOPLE

[www.hillingdon.gov.uk](http://www.hillingdon.gov.uk)

## **Policy Overview Committees (POCs)**

Policy Overview Committees (POCs) have been established to advise Cabinet on policy issues before the Executive takes decisions. Each of the following Policy Overview Committees is responsible for a specific range of Council services:

- Corporate Services & Partnerships POC
- Education & Children's Services POC
- Residents' & Environmental Services POC
- Social Services, Health & Housing POC

The Policy Overview Committees undertake this role through a series of activities.

A central role of the Policy Overview Committees is to undertake in-depth policy reviews on specific issues. Reviews provide the opportunity to hear from members of the public and expert witnesses, including officers from other councils and non-Council organisations. Reviews usually make recommendations to the Cabinet on how the Council could improve its work. POCs therefore perform a vital role in opening up the policy-making process to a wider audience, including people who would not normally have the opportunity to participate in the formulation of Council policy. Further information on the reviews undertaken this year, including key outcomes, is presented later in the report.

Policy Overview Committees also undertake a number of other important activities, including monitoring the Council's performance. This is primarily through regular reports on progress in delivering the Council plan and meeting objectives to improve services for residents. Committees can also request further information in response to a particular concern. Policy Overview Committees therefore play a central role in ensuring that the Council's Cabinet and officers are providing high quality, value-for-money services.

Policy Overview Committees also comment on reports coming before Cabinet for decision. Policy Overview Committees can use the expertise gained through their in-depth reviews and strategic monitoring of performance to advise Cabinet on the issues being considered. In addition, each Policy Overview Committee subjects the annual budget proposals for its relevant Council services to challenge before Cabinet decides on its recommendations to Council.

---

## **Executive Scrutiny Committee**

The Executive Scrutiny Committee is responsible for the post-decision scrutiny role. Its primary role is to closely examine key decisions taken by Cabinet, individual Cabinet Members and officers before they have been implemented. The Executive Scrutiny Committee meets immediately after the Cabinet meeting, and a majority of the Committee can 'call-in' a decision and, if not satisfied with the further information provided to them, ask the Cabinet or decision-taker to reconsider it.

## **External Services Scrutiny Committee**

The External Services Scrutiny Committee is responsible for scrutinising services provided by non-Council organisations in the Borough, in the public, private and voluntary sectors. The Committee is responsible for identifying areas of concern to the community and instigating an appropriate review process. It is able to scrutinise any non-Hillingdon Council organisation whose actions impact on Hillingdon residents.

The Committee holds the health scrutiny role conferred by the Health & Social Care Act 2001, which requires senior managers of local NHS Trusts (including Hillingdon Hospital and Hillingdon Primary Care Trust) to attend the Committee and answer questions if required by Councillors. Local NHS Trusts must also consult the Committee about proposed significant changes to local services. The Committee's remit to scrutinise a wide range of organisations has been strengthened through the Local Government and Public Involvement in Health Act 2007 by extending its statutory powers to require local organisation to attend.

## **London Scrutiny Network**

Councillor Mary O'Connor is Chairman of the London Scrutiny Network (LSN) that meets four to six times a year to consider London-wide developments and share information. Councillor O'Connor was also Chairman of the Project Steering Committee, which directed and organised the Capacity Building Programme and also comprised scrutiny officer representatives from Hillingdon, Hounslow, Lambeth, Merton and Newham.

The programme spanned two Council years (2007/8 and 2008/9) and culminated in the launch of a final publication on 21 May 2009 which brought together the various outcomes. The programme was made possible through the support of London Councils and, in particular, by Capital Ambition which provided the funding. Hillingdon provided project support for the first year of the programme.

Over the last municipal year, Councillor O'Connor has continued to chair the LSN meetings. The Network has given London authorities the opportunity to share best practice and discuss solutions to common problems. It had also enabled officers and Members to discuss developments (such as the Police and Justice Act 2006 and the Crime and Disorder (Overview and Scrutiny) Regulations 2009) and their implications for overview and scrutiny. The network has also been useful in identifying issues of joint concern and providing a platform for discussing methods of scrutinising these issues.

---

## Corporate Services & Partnerships Policy Overview Committee



### **Councillor Richard Lewis (Chairman)**

#### *Other Members of the Committee:*

Councillor Michael White (Vice Chairman)

Councillor Sid Garg

Councillor Liz Kemp

Councillor Carol Melvin

Councillor Robin Sansarpuri

*Officer support by Khalid Ahmed, Democratic Services*

The Committee is chaired by Councillor Richard Lewis and is responsible for the policy overview role for a broad array of Council services provided by the Council's Finance & Resources Group and Deputy Chief Executive's Office. These are primarily strategic policy and internal functions such as finance, property, personnel, democratic services, legal services, ICT, economic development, as well as equalities and diversity.

### **Impact of a Pandemic in Hillingdon and the Effects on Council Services**

The POC undertook a review into the Impact of a Pandemic in Hillingdon and the Effects on Council Services. The review started at the time when the World had been affected by the outbreak of a Swine Flu Pandemic. The review was therefore timely and provided Members with an opportunity to review the existing procedures and planning which the Council had in place in the event of an emergency, such as a Pandemic. The review found that the Civil Protection Team of the Council had been making plans for a Pandemic for a number of years and was well prepared. However, the review came up with recommendations which added value to the Council's Business and Continuity Plans and ensured the Council was fully prepared should a major Pandemic impact on the Council and the staff of the Council.

One of the important recommendations which came out of the review related to the Council undertaking a skills audit to enable the transfer of staff with the necessary skills to Council front line services, if a Pandemic impacted on the Council's workforce. As a result of this review, the Head of Human Resources worked closely with the Civil Protection Service in identifying the relevant skills needed to maintain priority services and in identifying information sources that would enable the Council to draw up a list of actual employees possessing the required skills.

The review found that the Council had been proactive in its preparations for the recent Swine Flu Pandemic, working closely with the Primary Care Trust and the Hillingdon Influenza Pandemic Committee and the recommendations made, and which were adopted by the Cabinet, strengthened the Council's Business and Continuity Plans.

### **Witnesses for the Review**

Mike Price – Civil Protection Manager, LBH

---

Steve Palmer – Head of ICT, LBH  
Amanda Marsh – Head of Human Resources, LBH  
John Purcell – Bereavement Manager, LBH  
Lloyd White – Head of Democratic Services, LBH  
Kevin Mullins – Executive Director for Flu Resilience, Hillingdon Primary Care Trust  
Andrew Scott – Head of Human Resources, Uxbridge College  
Sarah Harty – Head of Resources, Policy & Performance, Education and Children’s Services, LBH  
Emma Marsh – Deputy Head of Communications, LBH  
Steve Smith – Head of Facilities Management, LBH (written evidence)  
Dr Neil Suggett – Head Teacher of Hayes Park Primary School  
Dr Iran Adil-Smith – Head of Risk and Radiation, Brunel University  
Sarah Morris – Head of Access and Assessment, Adult Social Care, Health & Housing, LBH

**The Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon  
&  
How the Council could improve Business to Business Support with the Borough’s Industrial Estates**

The POC undertook this review at the time the world was in the grips of an economic recession. The Council with its key strategic partners has a role to play in mitigating the impact of the recession on local businesses and ultimately the residents of the Borough.

The aim of the review was to focus on the impact of Public Funded Business Support and the success of New Business Start up, with a particular focus on Hayes Business (HB) Studios. These studios were built from funding secured from the London Development Agency and the Hillingdon Community Trust and are located on Uxbridge College Hayes Campus. The studios consist of £1m ten unit facilities for new start up businesses and have been a great success during the difficult economic times.

The first witness session for the review took place at the HB Studios and gave Members an opportunity to have a look round the facility and see some of the new start businesses in operation.

The second area of the review looked at how the Council could improve business-to-business support with the Borough’s Industrial Estates. It was clear that the Council could do more to improve its links with businesses on the Industrial Estates within the Borough and the review, concentrating on the North Uxbridge Industrial Estate, looked at measures the Council and its partners could introduce to support these businesses and to facilitate business to business support on Industrial Estates. The review’s final report and recommendations will be considered at the Corporate Services & Partnerships POC meeting on 8 June 2010 before being sent to Cabinet.

**Witnesses for the Review**

Martin Blandy – Manager of Hayes Business Studios  
Lorraine Collins – Uxbridge College

---

Nas Khan – New Start Business, Hayes Business Studios  
Rob Grover - Partnership Manager – Business Link for London  
Neil Impiazzi - Partnership Development Manager - SEGRO.

### **Other work**

The Committee has also considered the following:

- In-depth scrutiny of Deputy Chief Executives and Finance & Resources Groups' budget proposals for 2010/11 and coordination of responses from all the Policy Overview Committees to Cabinet.
  - Setting High Ethical Standards – Implementation of Action Plan. Members were provided with details of the outcomes of an audit undertaken by the Audit Committee in January 2008 in relation to the Council's ethical governance arrangements
  - Performance Information Reports for Deputy Chief Executives and Finance & Resources
  - Deputy Chief Executive's and Finance & Resources Group Service Plans and Priorities for the year.
  - A report back on the Restructure of Democratic Services 12 months on.
-

## Education & Children's Services Policy Overview Committee



### **Cllr Catherine Dann (Chairman)**

#### *Other Members of the Committee:*

Cllr Brian Crowe (Vice Chairman)  
Cllr John Hensley  
Cllr Judith Cooper  
Cllr Peter Curling  
Cllr Anita Macdonald

#### *Representative Members for Education issues:*

Anthony Little, Roman Catholic representative  
Church of England representative vacant  
3 Vacancies for Parent Governor representatives

*Officer support by Natasha Dogra, Democratic Services*

The Committee is chaired by Cllr Catherine Dann and 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. The Committee has been particularly hard working and has completed two in-depth reviews.

### **Reviewing whether current arrangements and future plans to support inclusive practice in Hillingdon schools are effective.**

This review was undertaken to establish whether current arrangements and future plans to support inclusive practice in Hillingdon schools are effective and to identify any key barriers to inclusion and potential areas for future development. Members felt that this important topic should be the Committee's first policy review. The Committee took evidence from a wide range of stakeholders including Minet Junior, The Willows School, Rosedale College and Chantry School. The Committee presented a report with recommendations on improving the service provision including how parents / carers could be made better aware of what is on offer. The report was fully accepted by Cabinet.

### **Reviewing current arrangements and future plans for safeguarding children at Heathrow Airport as a port of entry**

The Committee's second review was to review the statutory safeguarding duties of the Council and other agencies with regard to young people who arrive in this country unaccompanied and looking at current practice. The Committee took evidence from a wide variety of stakeholders including UK Border Agency, Respite Unit managers, Asylum Service officers and Safeguarding Service managers. This information and evidence will be used to formulate recommendations to Cabinet in May.

---

## **Witnesses for Reviews**

Steve Foot, Head Teacher, Minet Junior School

Gerry Foot, Language Manager, Minet School

Mrs X, Parent Witness

Mrs Y, Carer Witness

Child Z, Child Witness

Joanne Harper, Associate Principle, Rosedale College

Lesley Markham, Deputy Head Teacher, Chantry School

Pauline Nixon, Head of Access and Inclusion SEN, London Borough of Hillingdon

Clive Neathy, Executive Principal of Rosedale College

Sue O'Brien, Senior School Improvements Officer for Inclusion

Heenal Oza, Children's Services Practitioner, Rosedale College

Charlie Taylor, Head Teacher, The Willows school

Chris Spencer, Director of Education and Children's Services, LBH

Amanda Reid, UK Border Agency, Heathrow Operations

Detective Inspector Gordon Valentine, Metropolitan Police

Jane Graver, Head of Care, Respite Unit

Richard Nash, Manager, Children & Families Team, LBH

Paula Neil, Manager of Asylum Team, LBH

Debbie Haith, Head of Safeguarding, LBH

---



## Residents' & Environmental Services Policy Overview Committee



### **Councillor Michael Markham (Chairman)**

#### *Other Members of the Committee*

Councillor Kay Willmott-Denbeigh (Vice Chairman)  
Councillor Lynne Allen  
Councillor Paul Buttivant  
Councillor Janet Duncan  
Councillor Judy Kelly

*Officer support by Nadia Williams and Gill Brice, Democratic Services*

The Committee is chaired by Councillor Michael Markham and is responsible for the policy overview role for a diverse range of Council services provided by the Council's Environment & Consumer Protection and Planning & Community Services Groups. These services include libraries, leisure facilities, community safety, highways, planning, waste management, trading standards and others central to residents' quality of life. The Committee has had a busy – and successful – year and undertaken three mini reviews.

### **A Review of Street Lighting**

In late 2009 and with the approaching winter, probable increasing financial pressures due to energy costs and general environmental pressures relating to the use of energy, the Committee decided that it would be timely to review the policies relating to the provision and maintenance of street lighting. It focused on energy efficiency, light pollution issues and the role and impact of new technology in making our streets lighter and safer. The Committee took evidence from various officers as well as an officer from a neighbouring borough. The evidence gathered formed the basis of the Committee's final report and the recommendations which were endorsed by Cabinet at its December 2009 meeting. Witnesses for this review included:

- Tim Edwards – Lighting Officer, London Borough of Hillingdon
- Jonathan Westell – Highways Maintenance, London Borough of Hillingdon
- John Bowdrey – Street Lighting Officer, London Borough of Harrow
- Bob Alabaster – Procurement Officer, London Borough of Hillingdon

### **A Review of Planning Enforcement ('Homes' in back gardens)**

The Committee's second review was to look at the current situation regarding the construction of 'homes' in back gardens, the key issues the Council is faced with and what future policies and actions might be undertaken by the Council in relation to the Planning Enforcement of such unauthorised buildings. The Committee took evidence from key council officers and this information and evidence was used to formulate recommendations made to Cabinet in April 2010. Witnesses for this review were:

---

- James Rodger, Head of Planning and Enforcement Services, LBH
- Jim Lynn, Planning and Enforcement Manager, LBH
- Eddie Adamzyck, Planning Enforcement Officer, LBH

### **A Review of Counterfeit Cosmetics and Illegally Imported Foods**

The Committee recognised public safety as a prime concern and decided to carry out this specific review of Trading Standards activities, not least because it had been a long time since this service area as a whole had been reviewed. Members sought to consider improvements to the Council's arrangements for combating the issue of illegal cosmetics and illegally imported foods. As part of the review, Members visited the Imported Food Office at Heathrow Airport and took evidence from officers from Trading Standards, Port Health, Food Health and Safety Team, Consumer protection and the UK Border Agency. The Committee's report and recommendations will be reported to Cabinet in May 2010. Witnesses for this review were:

- Sue Pollitt, Divisional Trading Standards Officer, LBH
- Shabeg Nagra, Port Health Manager, LBH
- Oliver Darius, Principal Environmental Officer, LBH
- Peggy Law, Consumer protection Manager, LBH
- Viv Pullha , Officer from the UK Border Agency (Freight)
- Joanna Kingdom, Officer from the UK Border Agency (Freight)
- Peter Howard, Officer from the UK Border Agency (The Channels)

### **Other work**

The Committee has also monitored the performance of the Council's Environment & Consumer Protection and Planning & Community Services Groups, and commented on the budget proposals for these services. The Committee also provided comments to Cabinet and Cabinet Members regarding safety at sports grounds and the Gambling Act.

---

## Social Services, Health and Housing Policy Overview Committee



### **Councillor Judith Cooper (Chairman)**

#### *Other Members of the Committee*

Councillor Michael Markham (Vice Chairman)

Councillor Peter Kemp

Councillor Pat Jackson

Councillor John Major

Councillor Anthony Way

*Officer support by Charles Francis and Nav Johal,  
Democratic Services*

The Social Services, Health & Housing Policy Overview Committee is chaired by Councillor Judith Cooper and is responsible for undertaking the policy overview role in relation to the Council's Adult Social Care, Health and Housing Group. It is also responsible for reviewing the work of Healthy Hillingdon and other health promotion work undertaken by the Council.

### **The Transformation Agenda and Direct Payments in Hillingdon**

The Transformation Agenda and Direct Payments in Hillingdon review sought to evaluate the progress made in delivering the new agenda for self directed support in the delivery of Social Care. The Committee heard from Council officers as well as from *in Control* - a social enterprise of a number of partners including the Department of Health that was created to transform the current social care system into a system of Self – Directed Support. The Committee made a series of recommendations that aimed to build upon Hillingdon's approach to provide self directed support and meet the strong government expectation on all Local Authorities to provide more personalised services.

Self directed support will have a significant impact on the delivery of all elements of social care and beyond. Enhancing the delivery of self directed support will enable Hillingdon's social care customers to make informed life choices and choose the best package of support options for them.

The Committees report and recommendations were fully endorsed by Cabinet in March 2010 and was referred to as "*Policy Overview at its best and an excellent piece of work*".

### **Witnesses for Review**

Liselotte Tork, Transformation Team Manager

Sam Taylor, Transformation Change Manager

Julia Woods, Regional Manager South East of England, in Control

Dave King, Interim Head of Transformation

Paul Feven, Head of Commissioning, Adult Social Care

---

Brian Doughty, Interim Director, Head of Adult Social Care  
Nick Ellender, Adult Safeguarding Manager

### **The Hillingdon Centre for Independent Living**

This review examined the Hillingdon Centre for Independent Living (HCIL) as a case study of the modernisation process and made recommendations to strengthen the delivery of services to people with physical and sensory disabilities. HCIL provides information, advice and support to people who experience difficulties with daily living because of illness, age, disability or an accident.

This new review set out the progress made since the last review in 2006/7. The review looked at how the existing HCIL arrangements in Hillingdon are working and has made recommendations that will help officers and partners address any identified gaps on the role and function of HCIL to improve access to services.

This review and recommendations will be considered by Cabinet in June 2010.

### **Witnesses for Review**

Beverley Grayley, Joint Commissioning Manager  
Grace Adjekum, Service User  
Maureen Eames, Services User  
Angela Wegener, Chief Officer DASH  
Heather Russell, HCIL Manager  
Gill Dickinson, Head of Adult Services HCIL  
Naeem Arif - Executive Director, Ideal for All, Sandwell  
Vicki Phipps - Lead Officer for Personalisation, Ideal for All, Sandwell  
Chris Commerford - Chief Officer, Age Concern  
Sam Taylor - Change Manager, Transformation Team  
Steve Cross – E-Communications Manger, ICT

### **Other work**

The Committee has also undertaken a broad range of other work including scrutiny of the Adult Social Care, Health & Housing Group's performance reports and budget proposals for 2009/10, and reviewed the annual star rating for adult social care. The Committee has also examined the Annual Complaints report and received briefings on Mental Health Assessments, the Carers Assessment and Disabled People's Plan, the Disabled Facilities Grant, and Valuing Employment Now, as well as revisiting the recommendations made during the Safeguarding Vulnerable Adults review.

---

## Executive Scrutiny Committee



### **Councillor David Yarrow (Chairman)**

#### *Members of the Committee*

Councillor Edward Lavery

Councillor Brian Crowe

Councillor John Riley

Two Councillor vacancies

Vacancy – Church of England Diocesan Representative

Vacancy – Parent Governor Representative

Anthony Little who is the Roman Catholic Diocesan representative from the Education & Children's Services POC also sits on the Committee when Education issues are being discussed.

*Officer support by Khalid Ahmed, Democratic Services*

## **Scrutinising Executive Decisions**

The Executive Scrutiny Committee's role is to scrutinise decisions that have been taken by the Executive 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 individual decision-maker 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 Cabinet to enable Members to review the decisions taken at the Cabinet meeting and give consideration to the potential for call-ins of items.

On areas where Members request further information or clarification, officers will be asked to provide a response to the Committee queries by midday on the following Monday following the Cabinet and this Committee meetings. If the Committee is still concerned about the issue, then it may refer the decision back to the decision making person or body for reconsideration, setting out in writing the nature of its concerns.

In the Council year 2009/10 the Committee requested further information on 12 Cabinet reports. The Committee did not "call-in" any Cabinet decisions during this Council year

---

## External Services Scrutiny Committee



**Councillor Mary O'Connor (Chairman)**

*Other Members*

Councillor Michael White (Vice Chairman)

Councillor Phoday Jarjussey

Councillor Judy Kelly

Councillor Peter Kemp

*Officer support by Nikki Stubbs, Democratic Services*

The External Services Scrutiny Committee is chaired by Councillor Mary O'Connor and 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.

The Crime and Disorder (Overview and Scrutiny) Regulations 2009 came into force on 30 April 2009. The new arrangements created a statutory requirement for local government to establish crime and disorder scrutiny committees and reflect central Government's objectives to increase visibility and accountability of Crime and Disorder Reduction Partnerships (CDRPs) at local level.

The Committee has again used its role to undertake a varied programme of work this year.

### **Parent Abuse - Children & Young People Who Abuse Their Parents & Carers**

One of the main pieces of work over the last 12 months was the report commissioned by this Committee on children and young people who abuse their parents and carers in Hillingdon. The purpose of the review was to assess what procedures are in place and to make improvements to these procedures as well as look at the provision of coordinated advice and support being made available to those families living with parent abuse. Recommendations for improving these procedures, which it is anticipated will lead to more joined-up cross-agency working, were adopted in full by Cabinet on 15 April 2010.

### **Crime & Disorder / Safer Hillingdon Partnership**

On 24 February 2010, the Committee held a witness session with representatives from the Metropolitan Police Service, Metropolitan Police Authority, Hillingdon PCT, London Fire Brigade, Hayes Town Partnership and British Transport Police. Members were updated on the work that each of the Safer Hillingdon Partnership members had undertaken over the previous year. The Committee then agreed a protocol for the Crime and Disorder scrutiny function of the External Services Scrutiny Committee.

---

## **Hillingdon PCT's Provider Services**

Representatives from Hillingdon PCT, Hillingdon Hospital and the Hillingdon Local Medical Committee (LMC) updated Members on provider services in the Borough at the meeting on 15 July 2009. All of the adult speech and language therapist vacancies had been filled despite there being a national shortage of professionals. Plans were also in place to further expand the physiotherapy service and patient waiting times would be reduced to a maximum of two weeks from receipt of referral through the introduction of initiatives such as Saturday clinics.

A 'home' intravenous antibiotic service was being developed, which could possibly be extended to other treatments. Further developments include a planned expansion to the phlebotomy service so that it can be accessed through the HESA Primary Care Centre.

The wheelchair service and community specialist dentistry have been identified as areas for further improvement. The wheelchair service waiting times have reduced from 21 weeks to 15 weeks but there is still a backlog of patients waiting for an Electrically Powered Indoor/Outdoor Chair (EPIOC).

Specialist community dentistry services, which includes orthodontics, prosthetics and paediatrics, were transferred to Hillingdon PCT from Hammersmith & Fulham OCT in 2007. Waiting times have subsequently reduced from 24 months to 4-10 months.

Although the majority of diabetic patients are cared for in the community, there are 38 diabetes clinics in the Borough as well as telephone and walk in services. As the standard of service provided by GP surgeries in relation to diabetes varies across the Borough, the PCT will be looking at improvements to bridge the gap.

It is anticipated that the growing elderly population, 40% of whom do not have anyone to check on them, will result in an increase in the demand on services. As there are currently no dementia nurses in the Borough, the PCT has committed to look into the issue and work with the Council to investigate Alzheimer's, dementia and Parkinson's under 'care of elderly'.

## **Safer Transport**

Representatives from British Transport Police, Metropolitan Police Service, Safer Transport Team and Transport for London (TfL) attended the Committee's meeting on 23 September 2009 to discuss the issue of safer transport. Hillingdon is seen as one of the safest Boroughs in London and the issue of anti-social behaviour on the local transport network was not large.

The Hillingdon Safer Transport Team (STT) is seen to be one of the best performing teams in London. The STT has been proactive in its work and has been involved in the KICKZ and FIESTA programmes. The STT also has contact with the Youth Council and regularly attends early years, primary and secondary schools to talk to the pupils.

Serious youth violence has been identified as a Metropolitan Police priority, particularly during school journeys. As a result, Operation Safe Bus was launched and involved

---

significant police presence on buses. Additional measures were also put in place during the half term holidays and for Halloween.

The British Transport Police (BTP) holds monthly meetings with users of the public transport system to identify issues of concern. BTP also adopts a proactive approach to enable problems to be resolved before they become too big an issue. These actions, along with the significant work undertaken by the SNT, TfL and other organisations, are credited with helping to reduce crime rates across the board and have contributed to the increase in the number of detections. It is believed that any reduction in the resources committed to this work will see an increase in the instances of crime.

Work is being undertaken by TfL into a scheme called “Earn Your Travel Back” whereby young people who have had their Oyster Cards permanently removed can earn them back. This scheme is still in the developmental stages.

An Information Sharing Protocol is being drawn up between TfL and the Council's Youth Offending Team to promote early intervention. The Protocol will enable the two organisations to share information regarding individuals that have been acting inappropriately.

### **Provision of Health Services in the Borough**

The Care Quality Commission published the results of its performance assessments of 392 NHS Trusts on 15 October 2009. At the Committee meeting on 29 October 2009, Hillingdon PCT advised Members that it had been assessed as *fair/fair* for quality and financial management. This score is in the bottom five in the country (previously, Hillingdon PCT was in the bottom 25% in London) and is, in part, thought to be a result of the poor patient experience. The PCT is now working with GP practices to improve the patient experience by introducing locality primary care advisors to target areas that mattered to the practices and provide support. Other measures are also going to be put in place.

The introduction of a Drop In Centre in Hayes was formally opened in November 2009. The Centre has improved access for many residents as a lot of patients seen there were from Hayes and had previously had to travel to Hillingdon hospital – the Centre is much closer to their homes.

Royal Brompton & Harefield NHS Foundation Trust achieved Foundation Trusts status on 1 June 2009 and has been rated as *excellent/excellent* in the CQC assessment. The Trust has made further improvements in a bid to reduce the number of cancelled operations.

Central & North West London NHS Foundation Trust (CNWL) has been rated as *good/excellent* in the 2008/09 CQC assessment which was slightly down from the previous year's rating of *excellent/excellent* and is thought to partly result from in-patients being surveyed for the first time. A series of improvements are planned which include the possibility of residential placements with the Council to resolve delayed transfer of care. CNWL will also be sending the same CQC questionnaire to the same respondents in 2010 to highlight whether there have been any improvements.

---



The Hillingdon Hospital NHS Trust achieved a *good/good* rating in the CQC assessment. Work being undertaken includes improvements to discharge planning and the creation of a patient involvement group.

The London Ambulance Service has increased the number of frontline ambulance service staff by 24%. The Service has a sophisticated automatic vehicle detection system which identified where ambulances should be parked based on predictions of where and when they would be needed. The system ensures the shortest travelling distances for ambulances.

### **Provision of Podiatry & Footcare Services in the Borough**

At its meeting on 25 November 2009, the Committee had a witness session with Age Concern and Hillingdon PCT to examine the provision of podiatry and footcare services in the Borough. Members were keen to ensure that elderly residents received adequate podiatry and footcare services to enable them to remain as mobile as possible for as long as possible.

The NHS podiatry service is prioritised on those with a known medical condition and/or podiatric risk factor using a 'Triage Model of Care'. Those patients that are eligible using this Model receive a full treatment plan and a medication review which prevents hospital admissions and helps to achieve a better quality of life for the patient. Those patients that are not eligible for an assessment are discharged and referred for podiatry and footcare services in the private sector or to organisations such as Age Concern.

The NHS podiatry service is provided in community clinics and Mount Vernon and Hillingdon Hospitals as well as at the Grassy Meadows Day Centre. The Podiatry Department also has a fast track system into the acute setting for any diabetes related foot complications. Emergency appointments are set aside for each clinic and patients are usually seen within seven working days. The Podiatry Department also undertakes a training programme with nurses in residential homes every 12-18 months.

Age Concern ran a campaign in 2007 to improve access to podiatry services for older people. Following this campaign and subsequent discussions with Hillingdon PCT, Age Concern staff have been trained to provide a toe nail cutting service. Age Concern has set up a clinic at Fassnidge Memorial Hall which receives referrals from GPs. Users of the service are charged a £20 registration fee and then £7.50 per appointment. Home visits are also scheduled but for a higher charge. This service has also enabled staff to talk to residents about other services provided by Age Concern such as the handyman service.

### **Impact of Utility Road Works on Borough Residents**

On 12 January 2010, Members met with representatives of the utility companies and the Metropolitan Police Service. Utility companies are given at least three months notice of resurfacing work being undertaken by the Council. The Council then has the option of invoking a Section 58 notice which prevents the utility companies from digging the road up again for a period of between one and five years.

---

Although Hillingdon is not currently involved in the London roadworks permit scheme, officers would be monitoring its effectiveness in its first three months before recommending to the Cabinet whether to adopt the scheme at a later date. Whilst joined up working is successfully practiced by the utility companies in Hillingdon (where work programmes permit), it does result in a longer period of continual disruption. The utility companies incur additional costs for redoing reinstatement work when it was not of a good enough standard, so they tried to get it right first time.

The North West London Traffic Management Unit of the Metropolitan Police looks at the utility works from a traffic management perspective to ensure that road closures would not adversely affect the ambulance and fire services.

### **UK Border Agency**

The Committee, at its meeting on 12 January 2010, had a witness session with representatives from the UK Border Agency (UKBA). The organisation has moved from a regional structure to a local immigration team structure to enable it to respond to issues relevant to the area that it covers. The dedicated Hillingdon Local Immigration Team covers the Colnbrook immigration removal centre and Heathrow Airport; the Asylum Team deals with new cases of unaccompanied asylum seeking children as well as existing residents in the Borough; the Legacy Team is tasked with concluding all cases by 2011; the Enforcement Team deals with illegal working; the Compliance Team deals with the points based visa system; and the Removals Team covers outstayers and failed asylum seekers.

A representative from the Hillingdon Local Immigration Team sits on the Local Safeguarding Children's Board which is chaired by the Council. The Board has drawn several agencies together and has resulted in being awarded a green flag by the Audit Commission. The UKBA is also working closely with the Council's Benefit Fraud Team and Adult Social Care Team.

The bulk of enforcement work undertaken by the UKBA is done by officers that have a similar training to police officers. These officers gain intelligence from a variety of sources and have the power of arrest. Although the prime impact of illegal workers is on the labour market, there is a tendency for employers to exploit them. Between February 2008 and November 2009, 4,165 notices of liability were issued to employers that employed illegal workers (1,435 of these were in London). These notices resulted in fines of approximately £14½m.

The immigration system has an appeals system built in. The asylum and human rights aspects of the appeals system have recently been combined into one appeals process. Further changes to the system mean that the UKBA is able to continue any removal action/procedure/investigations whilst a challenge is underway. Every effort is made to conclude 75% of these cases within six months.

Although enforcement is a large part of the UKBA's work, progressive enforcement has been introduced. This looks into helping people who have not settled well in this country to settle in another country.

---

The new e-borders system is being developed to count people in and out of the country. It will also flag up those people who should not be in the country and would stop them in the first place. Intelligence relating to the prevention of child trafficking and smuggling could also be gathered by the system.

### **Joint Meeting with the Royal Borough of Kensington & Chelsea – 29 January 2010**

On 29 January 2010, the Committee had a joint meeting with the Royal Borough of Kensington & Chelsea's Health Scrutiny Committee. Representatives from the Royal Brompton & Harefield NHS Foundation Trust gave a presentation to the Members regarding recent developments at the Trust and plans for the future.

### **Performance Review of Local NHS Trusts – 31 March 2010**

The Committee, at its meeting on 31 March 2010, had a witness session with the Care Quality Commission (CQC), Hillingdon PCT, Hillingdon Hospital NHS Trust, Royal Brompton & Harefield NHS Foundation Trust and Central & North West London NHS Foundation Trust to examine their performance over the last year.

The CQC has advised the Council that the Annual Health Check report has been replaced with the ability for local authorities to submit evidence on the local health and social care providers on an ongoing basis. The findings of the Committee at this meeting will be submitted to the CQC along with other evidence gathered throughout the year.

The Department of Health has introduced a requirement for Trusts to produce an annual set of Quality Accounts (QA). These Accounts focus on the quality of the service provided and are focussed around patient safety, clinical effectiveness and patient experience. The Council's External Services Scrutiny Committee has the ability to include a 500 word narrative on each Trust which must be included verbatim in the Trusts' final QA reports.

### **Londonwide Joint Health Overview and Scrutiny Committee (JHOSC)**

Councillor Mary O'Connor was the Council's representative on the second Joint Health Overview and Scrutiny Committee (JHOSC) which considered the 'Healthcare for London' proposals with regard to stroke and major trauma care across London. This Committee was set up in 2008, following the success of the first JHOSC which considered the 'Healthcare for London' proposals for delivering healthcare to Londoners.

The JHOSC consultation response was considered by the Joint Committee of PCTs (JCPCT) on 20 July 2009. The JHOSC held its last meeting on 28 October 2009. Following the consultation process, the JCPCT identified Hillingdon Hospital as one of the 8 Stroke Units (24 bed) which became effective from 1 April 2010 – the nearest Hyper Acute Stroke Units are situated at Northwick Park and Charing Cross Hospitals.

Major trauma patients from Hillingdon (of which there are an average of one a week) will be taken to St Mary's Hospital. Although this facility at St Mary's is not expected to be at

---

full capacity until October 2010, each of the four trauma centres has a mobile trauma team. Blue light and non blue light ambulance journeys have been measured by the London Ambulance Service and broadly support the Healthcare for London model.

### **Local Involvement Network (LINK)**

The Committee, received presentations by HAP UK and Hillingdon LINK on 17 June 2009 in relation to progress made following the introduction of the LINK in April 2008. The LINK was set up as part of the Local Government and Public Involvement in Health Act 2007 and replaced the Patient & Involvement Forums. It comprises a network of local people, organisations and groups that want to improve Health and Social Care services. A working tripartite protocol was established setting out the roles and responsibilities of each party as well as a protocol setting out the relationship between the Committee and Hillingdon LINK which will be monitored and amended as required.

### **Other issues**

The Committee has also considered a number of other issues and submitted a response to the Department of Communities and Local Government consultation document on *Strengthening Local Democracy: Consultation*.

### **External Witnesses Giving Evidence in 2009/10**

- David McVittie (Hillingdon Hospital)
  - David Searle (Hillingdon Hospital)
  - Dr Roni Saha (Hillingdon Hospital)
  - Jacqueline Totterdell (Hillingdon Hospital)
  - Jenny Barlow (Hillingdon Hospital)
  - Dr Abbas Khakoo (Hillingdon Hospital)
  - Professor Yi-Mien Koh (Hillingdon PCT)
  - Kevin Mullins (Hillingdon PCT)
  - Maria O'Brien (Hillingdon PCT)
  - Colin Peel (Hillingdon PCT)
  - Helen Woollett (Hillingdon PCT)
  - Gill Dickinson (Hillingdon PCT)
  - Ronak Lakhani (Hillingdon PCT)
  - Barbara North (Hillingdon PCT)
  - Dr Tony Grewal (Hillingdon Local Medical Committee)
  - Noreen Rice (Central & North West London HNS Foundation Trust)
  - Ela Pathak-Sen (Central & North West London NHS Foundation Trust)
  - Claire Murdoch (Central & North West London NHS Foundation Trust)
  - Sandra Brookes (Central & North West London NHS Foundation Trust)
  - Jo Bell (HAP UK)
  - Mark Hammond (HAP UK)
  - Catherine Herriott (HAP UK)
  - Fiona Ford (HAP UK)
  - Borough Commander Gerard Hollingworth (London Fire Brigade)
  - Inspector Darren Malpass (British Transport Police)
  - Inspector Mark Lawrie (British Transport Police)
  - Superintendent Iestyn Prosser (Metropolitan Police Service)
  - Chief Inspector Maurice Hartnett (Metropolitan Police Service)
  - Sergeant Caroline Young (Metropolitan Police Service)
  - Neil Corfield (Metropolitan Police Service)
  - Tamsin Kelland (Metropolitan Police Authority)
  - Kevin Dulling (Transport for London)
  - Chris Commerford (Age Concern)
  - John Lang (UK Border Agency)
  - Dick Stratton (UK Border Agency)
  - Paul Mooney (Veolia Water)
-

- Anthony Scrafton (Central & North West London NHS Foundation Trust)
  - Mark Lambert (Royal Brompton & Harefield NHS Foundation Trust)
  - Richard Connett (Royal Brompton & Harefield NHS Foundation Trust)
  - Nick Hunt (Royal Brompton & Harefield NHS Foundation Trust)
  - Adam Crosby (London Ambulance Service)
  - Ian Diamant (Local Involvement Network)
  - Joan Davis (Local Involvement Network)
  - Trevor Begg (Local Involvement Network)
  - John Kingdon (Veolia Water)
  - Steve Mason (National Grid Gas)
  - Neil Jackson (National Grid Gas)
  - Mick Morris (National Grid Gas)
  - Ian Rudd (EDF Energy)
  - David Brough (Hayes Town Partnership)
  - Julian Sainsbury (CQC)
  - Jill Patel (Hillingdon MIND)
  - Kiran Seth (Hillingdon MIND)
  - Melanie Parrish (Crown Prosecution Service)
  - Sue Lewis (Relate)
- Abused Parent – “Carol”
-

## **Appendix A**

### **Policy Overview & Scrutiny Reviews from 2003 to 2010**

*Details of all Policy Overview and Scrutiny Reviews undertaken over the last 7 years by the London Borough of Hillingdon. Copies of reviews are available on the Council's website or on request to Democratic Services.*

#### **2009/10**

- Impact of a Pandemic in Hillingdon and the Effects on Council Services
- The Impact of Public Funded Business Support and the Success of New Business Start Up within Hillingdon and how the Council could improve Business to Business Support with the Borough's Industrial Estates
- Reviewing whether current arrangements and future plans to support inclusive practice in Hillingdon schools are effective
- Reviewing current arrangements and future plans for safeguarding children at Heathrow Airport as a port of entry
- A Review of Street Lighting
- A Review of Planning Enforcement ('Homes' in back gardens)
- A Review of Counterfeit Cosmetics and Illegally Imported Foods
- The Transformation Agenda and Direct Payments in Hillingdon
- The Hillingdon Centre for Independent Living
- Parent Abuse – Children & Young People Who Abuse Their Parents & Carers

#### **2008/9**

- CCTV Strategy
- Heritage in Hillingdon
- Safeguarding Adults
- Developing the 14 – 19 education provision
- Developing the Short Breaks Provision
- Wireless town centre in Hillingdon
- Child to adult mental health service
- The nature and role of the private rented sector in Hillingdon

#### **2007/8**

- Review of highways maintenance
  - Community engagement
  - Cleanliness of the environment
  - Establishing children's trust agreements
  - Review of Meeting the Needs of Troubled Young People
  - Community cohesion
  - Review of Voluntary sector grants
  - Review of customer involvement
-

- Update on the review of Council's support to carers
- Development of a customer focus strategy for Council

### **2006/7**

- Anti-social behaviour strategy
- Hillingdon's strategy for a sustainable economy
- Hillingdon's approach to meeting special educational needs
- Safer Neighbourhoods Team
- The Council's property and estates waste reduction and recycling
- Establishing a Domestic Violence Court
- Hillingdon Independent Living Centre
- Housing support for vulnerable people
- Members' information needs concerning decision-making
- Members' role in Audit
- Transition from primary to secondary schools
- Widening the scope of the Education Service: Hillingdon's approach

### **2005/6**

- Council's housing strategy
- Frontline service delivery
- Impact of Heathrow Airport on the Hillingdon Health and Social Care Economy
- Local strategic partnership – Hillingdon Partners
- Progression from Primary to Secondary school
- Sport & physical education strategy
- Customer Access (complaints)
- Hillingdon Homes' performance
- Information given to residents about Council Tax
- Planning Performance – continuous improvement
- Road safety
- Wider participation in Overview & Scrutiny

### **2004/5**

- Anti-social behaviour
  - Business continuity
  - Health promotion in Hillingdon
  - Recruitment in Hillingdon
  - Recruitment and retention in Education Services
  - Review of the National Service framework for Older People in Hillingdon
  - Budget planning process
  - Choice based lettings
  - Local development framework
  - Regeneration and economic development strategy
  - Supporting people
  - Town centre partnerships
-

## **2003/4**

- Air quality action plan
  - Engaging young people
  - Houses in multiple occupations
  - Innovative affordable housing
  - Review of Hillingdon's performance@ delayed discharged
  - Role of community Councillors
  - Transport strategy
  - Domestic violence and children
  - Heathrow city growth strategy
  - Incineration: waste to energy
  - Joint committee report on cancer services
  - Rigorous inspection of contracts
  - Standards at Key Stage 3
  - Vision for health: Overview programme
  - Voluntary sector grants review
-



## **Appendix B**

### **Criteria for Selecting Policy Overview Reviews**

1. Strong public interest
  2. Government pressure
  3. Included in Council Plan/Hillingdon Improvement Programme
  4. Inspection report recommendation e.g. performance standards poor/below target
  5. Area within Council's control/influence
  6. High impact on residents
  7. Expertise available on which to draw
  8. Good practice available elsewhere
-