

Policy Overview & Scrutiny in Hillingdon

Annual Report 2010/11



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Policy Overview Committees (POCs)

In Hillingdon, Policy Overview Committees (POCs) are responsible for policy overview and the monitoring of a specific range of Council services. The Council has the following four POCs

- 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. Appendix A shows the reviews undertaken since 2003 and Appendix B outlines the criteria used for selecting review topics.

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.

Under the Local Government and Public Involvement in Health Act 2007 Policy Overview Committees can consider 'Councillor Calls For Action' submissions. These recent new 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.

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.

The Committee acts as a Crime and Disorder Committee as defined in the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and carries out the bi-annual scrutiny of decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions.

Corporate Services & Partnerships Policy Overview Committee



Councillor Richard Lewis (Chairman)

Other Members of the Committee:

Councillor Michael White (Vice Chairman)

Councillor Raymond Graham

Councillor Anita MacDonald

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 Central Services. 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.

Census 2011 – To look at how this Council can contribute to improving the population data for the Borough

The POC undertook a review into the preparations for the Census in 2011. A Census takes place every ten years and is a count of all people and households in the country. The Census is the most complete source of information about the population we have and it provides essential information from national to neighbourhood level for government, business and the community.

The last Census which took place on 29 April 2001 saw response rates in local authority areas vary between 64% and 99%. In certain areas of London and among some population groups, significant numbers of people failed to complete the Census questionnaire. In its report on the 2001 Census, the Treasury Select Committee recommended that any future Census should be justified in cost-benefit terms. A detailed business case has therefore been produced which clearly demonstrates the unique value of the Census and that the benefits of having the information far outweigh the costs of its collection. For example, over £100 billion per year (over £1 trillion in the decade between each Census) is allocated from central government to local authorities and to NHS Primary Care Trusts and the allocation formula takes account of the demand for services and is heavily dependent on population estimates, numbers of elderly, numbers of children, etc.

The reason for the review was to make a positive contribution to improving local population estimates and to maximise the data which is gathered for the 2011 Census for the Borough. A high return of Census questionnaires is beneficial to the Council as in the long term the population data which results from a Census will contribute to the level of funding the Council receives from Central Government. Also, In view of the present economic climate with local government having to rationalise budgets, it will be

to the Council's advantage if population data from the Census is as accurate as possible to ensure Government funding reflects the true population of the Borough.

The recommendations of the review were endorsed by Cabinet at its meeting in February 2011 and included asking officers to consider some of the engagement methods and techniques which the review had heard about, and tailor them to the needs and issues of this Borough. This included promoting the Census with communities throughout the Borough, who historically were classified as 'Hard to Count' because they had a low response rate to the Census.

An important recommendation of the review was that LBH's Census Engagement and Communications Strategy be aligned as far as possible with the national communications strategy which was to take place. This would ensure maximum impact and ensure that there was a co-ordinated campaign from both national and local communications on the Census.

Witnesses for the Review:

- Nick O'Donnell – Head of Stakeholder Management – Office for National Statistics (ONS)
- Amanda King – Area Manager for ONS
- Pam Nash – Strategic Information Officer – London Borough of Hillingdon
- Kevin Byrne – Head of Policy and Performance – London Borough of Hillingdon
- Emma Marsh – Deputy Head of Communications – London Borough of Hillingdon
- Mohamud Ali – Community Adviser – ONS
- Ben Lea – Schools Resources Manager – Finance & Business Services – London Borough of Hillingdon
- Toni Brown – Policy Team – London Borough of Hillingdon

The personal safety of Members of the Council when meeting with members of the public

The POC at its meeting on 16 March 2011 undertook a review into the security measures which were currently in place for Members of the Council when they held meetings on their own with members of the public at the Civic Centre and at their Ward Surgeries. The review was undertaken because of concerns regarding recent incidents where Members of the Council have been threatened by members of the public.

The review looked at the present internal security measures which the Council has in place to safeguard the personal safety of Members when they met members of the public on their own, both at the Civic Centre and at Ward Surgeries. The Head of Facilities Management attended the meeting and provided advice and guidance to Members during the review.

The final report of the review is to be considered by the Whips at their meeting to be held on 10 May 2011. The recommendations of the review will result in the production of a protocol on Members' personal safety based on the findings of the review.

Other work

The Committee has also considered the following:

- In-depth scrutiny of Deputy Chief Executives and Finance & Business Services Groups' (now Central Services) budget proposals for 2011/12 and coordination of responses from all the Policy Overview Committees to Cabinet.
- An update on the Implementation of Recommendations of previous reviews
- Performance Information Reports to end of March 2010 – Deputy Chief Executive's Office and Finance & Business Services Groups (now Central Services).

Education & Children's Services Policy Overview Committee



Cllr Catherine Dann (Chairman)

Other Members of the Committee:

Councillor Brian Crowe (Vice Chairman)
Councillor John Hensley
Councillor Judith Cooper
Councillor Peter Curling
Councillor Kuldeep Lakhmana

Representative Members for Education issues:

Anthony Little, Roman Catholic representative
Church of England representative vacant

Officer support by Gill Brice, Democratic Services

The Committee is chaired by Councillor Catherine Dann and is responsible for the policy overview role in relation to education, schools, the early year's service, the youth service, and social care services for children and young people.

The Committee had been particularly hard working and had completed one in-depth review. The Committee reviewed the success of the diploma and the other options available that could be undertaken by students.

14-19 Education and Training

It was clear from the information provided by the witnesses that there had been a lot of work undertaken since the implementation of the 14 – 19 strategy in 2009. The Committee found that from the witness sessions that there were some areas where some improvements could be made. These were ensuring that schools and colleges provided impartial information on options, that GCSE equivalent for Diplomas was not used as a tool for students making their career choices and to ensure that information was available to enable students to prepare adequately for progressing to the next stage of education/training after they have reached post compulsory school age.

Witnesses for Review:

- Alison Moore, 14 – 19 Manager, LBH
- Jo Harper, Head teacher of Rosedale, lead school for the Hospitality and Engineering Diplomas
- Laraine Smith, Principal of Uxbridge College
- Peter Sale, Hillingdon Training Ltd
- Tom Murphy, Head of Youth & Connexions, LBH
- 6 Young People that had undertaken Diplomas

Other Work

Quarterly Audit of Children's Care Records

The Committee received a quarterly update report on the auditing that had been undertaken on Children's Care records.

Safeguarding Children Annual Report

The Committee received the Annual Report of the London Safeguarding Children's Board (LSCB) a statutory multi agency body established with the overall aim of monitoring, overseeing, supporting and challenging the work of all agencies with regard to their responsibilities to safeguard and protect children. The report commented on the effectiveness of local arrangements to safeguard children. This was the first annual report under the new requirements and required the publication of the report by 1 April 2011.

Commented on the Budget Report

The Committee received a report setting out the budget for Education & Children's Services. Members asked a number of questions on the report and made comments to be reported to the Corporate Services Policy Overview Committee, then onto Cabinet.

Implementation of Electronic Social Care Records System in Education & Children's Services

The Committee received a report on the guidance provided to officers in the auditing of Children's Services case files both electronic and manual. The Auditing Policy and Procedure ensured that electronic and paper files were audited routinely to assure social care practice and decision-making. It includes auditing tools to ensure compliance with recording practices set out in National Minimum Standards for regulated services and Private Fostering.

School Places Update

The Committee had requested an update on the allocation of school places in the Borough and the provision being made to accommodate increased pupil numbers. The Committee was provided with information on the initial allocation of places and given details of the processes in place. The Committee were also informed of the proposals for the first phase of permanent expansions.

Update on Children's Centres

The Committee received a report on Phase 3 of the implementation of Children's Centres and noted that this capital project was moving forward and Phase 3 was on target for completion in 2011.

Standard & Quality in Education 2010

The Committee received information on the attainment and progress of standards of education within Borough schools and informed of the Ofsted inspection outcomes.

Update on Previous Review Recommendations

The Committee was keen to keep track of the implementation of previous recommendations approved by Cabinet since 2006 and was provided with a comprehensive schedule showing progress. From this, the Committee asked for a number of updates on the National Children's Database, Transition from Primary to Secondary Schools, Developing Short Breaks and the Inclusion Strategy.

Update on Developing Short Breaks

The Committee received a report in October 2010 on the Short Break provision, which had been selected as an area of review by this Committee in July 2008. The recommendations from that review were used to develop the short break offer in Hillingdon. The Committee were provided with an update on the progress to date.

Inspection Reports for Adoption Service and Contact, Referrals and assessment Arrangements in Child Services

The Committee received a report providing details of an Inspection report of the contact, referral and assessment arrangements that had been carried out as part of the statutory framework for the inspection of Children's Services. The purpose of the unannounced Inspection was to assess the effectiveness of front-line practice in managing potential risks to children and young people and minimising the incidence of abuse and neglect.

Hillingdon Standing Advisory Council on Religious Education – Draft Annual Report

The Committee received a draft of the Annual Report of HSACRE.

Residents' & Environmental Services Policy Overview Committee



Councillor Michael Markham (Chairman)

Other Members of the Committee

Councillor Shirley Harper-O'Neil (Vice Chairman)

Councillor Janet Duncan

Councillor Judy Kelly

Councillor June Nelson

Officer support by Natasha Dogra, 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 mainly by the Planning, Environment, Education and Community Services Group. 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 two reviews.

The Hillingdon Khat Review

This major review by the Residents' and Environmental Policy Overview Committee into the effects of Khat on the residents of Hillingdon and beyond, has been one of the most extensive carried out and has generated much interest locally, regionally and nationally. Over eighty individuals and organisations were consulted during the review ranging from international Government departments, the Home Office, the Mayor of London's office, other local authorities throughout the UK, organisations involved in the drug, policing, health and social sectors, Somali groups and Hillingdon community groups.

The issues surrounding Khat were highlighted in the media, with reports on the spreading of use to younger people and different ethnicities. The Committee uncovered the problems Khat posed to Hillingdon and, indeed, throughout the UK and how the problems could be dealt with before they spread further. For this reason, the Committee believed the review to well-timed and of great significance to the residents of the London Borough of Hillingdon

The evidence gathered from various organisations formed the basis of the Committee's final report and the recommendations will be considered by Cabinet on 26 May 2011.

A Review of Hillingdon's Town Twinning relationships

The Committee's second review into the current arrangements Hillingdon has had in place for some fifty years with Schleswig and Emden in Germany and Mantes-La-Jolie in France, assessed the value and benefit of the arrangements provided to Hillingdon residents and to consider the benefits that twinning with a similar size authority overseas may bring. The review examined the scope of current twinning activities and any benefits to Hillingdon residents that there may be to expand this to other sectors,

potentially including more arts related activities, professional / training opportunities, business links and programmes to address common issues such as health, community safety, civic pride, music events, town centre management and economic development.

The Committee took evidence from key council officers and this information and evidence was used to formulate recommendations made to Cabinet in March 2011. Witnesses for this review were:

- Cllr. Josephine Barrett
- Cllr. George Cooper
- Cllr. Shirley Harper-O'Neill
- Howard Griffin – Leisure Officer (Responsible for Co-Ordination of town twinning)
- John Arnold – District Commissioner Uxbridge Scouts
- Chris Head – Head of Modern Foreign Languages, Uxbridge High School
- Tony Docherty – Ruislip Rangers Football Club
- Francoise Allen – Modern Foreign Languages Advisor, School Improvement Service

Other work

The Committee has also monitored the performance of the Council's Planning, Environment, Education and Community Services Group, and commented on the budget proposals for these services.

Social Services, Health and Housing Policy Overview Committee



Councillor Judith Cooper (Chairman)

Other Members of the Committee

Councillor Peter Kemp (Vice Chairman)
Councillor David Benson
Councillor Beulah East
Councillor Pat Jackson
Councillor John Major

Officer support by Charles Francis, 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.

Examining the Use of Assistive Technology by Adult Social Care to Support Independent Living

The Committee's first major review was to examine the use of assistive technology to support independent living.

Assistive Technology (Telecare) has a very important role to play in addressing the Borough's ageing population and the need to manage financial pressures from increasing numbers of high cost care packages. The implications of long term demographic change are one of greatest challenges facing Adult Social Care Services. .

Telecare is the name given to a range of equipment (detectors and sensors) that will raise an alarm with another person in an emergency. The alarm might be raised with a carer who lives in the same home as the person with the telecare equipment or they may live nearby. More usually the alarm is picked up by a locally based monitoring centre, which in this borough is Careline. Done well, the application of assistive technology is about supporting vulnerable older people, live independently in their own homes for longer while increasing their safety levels and quality of life.

Telecare services are strongly in alignment with the council's existing offer to older and disabled people. Telecare and assistive technology are also regarded as key planks of the Government's approach to social care.

The review into assistive technology and telecare began in September 2010 and included investigating the business case for investing in this technology. By closely working with officers, the Committee's work was able to contribute to parallel work being undertaken for the Leader of the Council and Cabinet Member for Social Services, Health and Housing which resulted in priority growth budget proposals amounting to

£700k, to provide the financing for such an investment. These proposals were approved by Council on 24th February 2011.

The recommendations of the review were agreed by Cabinet at its meeting on 17 March 2011.

Witnesses for the Review:

- Head of Commissioning
- Head of Access and Assessment
- Careline Manager
- Users and Carers
- Representative from London Borough of Newham
- NHS Hillingdon Representative
- Age UK
- Head of Finance (Adult Social Care, Health and Housing)
- Joint Commissioning Service Manager

Hillingdon Centre for Independent Living (Looking at Efficiencies, Services & Fully Costed Options)

In 2009/10 the Committee conducted a review entitled 'Hillingdon Centre for Independent Living' (HCIL). The aim of this review was to examine HCIL as a case study of the modernisation process and to make recommendations that would strengthen the delivery of services to people with physical and sensory disabilities.

The Committee's final report was presented to Cabinet on 24th June 2010. After considering the report Cabinet asked that the Committee review the HCL again looking at the potential to provide the service in a more efficient manner, possibly for the benefit of other authorities as well as Hillingdon.

It was hoped that to address Cabinet's recommendations that this review would be completed in 2010/11 Council year, however the review has faced a number of challenges. Receipt of the necessary financial modelling has been delayed and the significant reforms which are taking place in the NHS are taking out of the Council's control the ability to further develop HCIL.

The Committee will report back to Cabinet when the financial modelling is complete.

Witnesses for the Review:

- Daniel Judge – Department of Health, Project Manager – Transforming Community Equipment Services Programme
- Beverley Grayley – Joint Commissioning Manager, NHS Hillingdon
- Heather Russell – HILC Manager, Hillingdon PCT
- Maria O'Brien – Manager Director, Hillingdon Community Health Service
- Joan Veysey – Head of Non-Acute Commissioning NHS Hillingdon
- Gary Collier – Commissioning Service Manager, LBH

Other Work

The Committee has also considered the following:

- In-depth scrutiny of Adult Social Care, Health & Housing services budget proposals for 2011/12
- Performance Information Reports to end of March - Adult Social Care, Health & Housing services
- The Future Aims and Challenges for Adult Social Care, Health & Housing
- The Return to the Council of Hillingdon Homes
- Annual Complaints Report for Adult Social Care, Health & Housing
- Transition Pilot for Young Adults
- Tenant Services Authority – Developing a Local Offer for Tenants and Leaseholders
- Safeguarding Adults in Hillingdon – Annual Report 2009/10
- Adult Social Care Performance Assessment 2009/10
- Update on Day Services Strategy
- Housing Needs, Planned Housing Reform and Future Strategy

Executive Scrutiny Committee



Councillor Edward Lavery (Chairman)

Other Members of the Committee

Councillor John Riley (Vice-Chairman)

Councillor Brian Crowe

Councillor Mo Khursheed

Councillor Anita MacDonald

Councillor Brian Stead

Vacancy – Church of England Diocesan Representative

Vacancy – Parent Governor Representative

Anthony Little - Roman Catholic Diocesan representative

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 2010/11 the Committee requested further information on 20 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 and Nav Johal, 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 Committee has again used its role to undertake a varied programme of work this year.

Health White Paper

Although the White Paper proposals have caused some trepidation, the changes would offer real opportunity to improve care pathways. It was noted that there was a lack of detail in the Papers which suggested might have been done to enable the GP consortia to develop the proposals themselves.

As well as concern about the limited funding that will be available over the next five years, there has also been concern about the level of support that will be made available to the consortia. GPs are expected to take on a new role (and the associated responsibilities) at the same time as maintaining their regular surgeries and patient contact. It is anticipated that there will be some support provision from NHS personnel but a more substantial support vehicle will be needed.

It is widely agreed that effective partnership working between the Trusts (particularly The Hillingdon Hospital NHS Foundation Trust) and Hillingdon Council is key to ensuring that the proposals are implemented efficiently. The White Paper proposals have prompted an improvement in the communication between clinicians (in terms of both quality and volume), particularly between GPs and Hillingdon Hospital. This partnership working will enable different ways of working to be developed so that the health economy is able to cope with the anticipated increase in demand.

Hillingdon, Ealing and Hounslow PCTs have formed a cluster which, it is anticipated, will deliver management cost savings. Although, there is now only one Chief Executive heading the cluster, there continues to be three Boards representing each of the areas.

A response to the NHS White Paper consultation was sent via a Cabinet Member Decision in October 2010. This was a response to the first consultation document from the Department of Health. The Department of Health subsequently published a response to the consultation which gave further information on NHS reform and how plans had developed as a result of the consultation. This response gave some clarity to the role of the new Health & Wellbeing Board and to the role of scrutiny. However, there is still some uncertainty and a lack of clarity on a number of issues which will need to be resolved before a final Bill is published.

Vertical Integration

Hillingdon Community Health (HCH) delivers 32 different community services which are split between adult services and children's services. Service developments that have already been established include the expansion of the community physiotherapy services, provision of 'home' phlebotomy service for housebound patients and the introduction of a new wound care service for ambulant patients. Further work is being undertaken regarding the expansion of community rehabilitation services for Parkinson's, dementia and stroke. Although in the top quartile of community arms across London, there is still room for improvement and HCH's performance is being tracked monthly.

The vertical integration of community services into Central and North West London NHS Foundation Trust (CNWL) was completed on 1 February 2011. All staff affected by the transfer had been consulted about the benefits of the integration, which included more opportunities for them as they would be part of a larger organisation, and would still retain all of their NHS benefits.

CNWL have entered into an arrangement with Boots the Chemist for a Wellbeing Centre which is now open. It is hoped that a number of additional HCH services will be moved into the Wellbeing Centre. The Centre will also reduce duplication of work; heart failure services will be brought together, a community based cardiology centre will be set up, and there will be more focus on children's mental health needs and also on dementia.

Progress of LINK

On 16 June 2010, the Committee held a witness session with representatives from Groundwork Thames Valley and Hillingdon LINK. Although HAP UK had initially been awarded the contract to deliver the Hillingdon LINK, there had been some unresolved issues and it was mutually agreed to end the contract early, at the end of December 2009. Groundwork Thames Valley (GTV) had agreed to take on the remainder of the contract as the host for Hillingdon LINK until 31 March 2011. Very encouraging feedback had been received from the LINK and Board members about the progress Groundwork had made as the host. HAP UK staff had been transferred across to GTV under TUPE regulations (Transfer of Undertakings (Protection of Employment)).

Work has been undertaken by the LINK to engage with the community in a variety of ways which include events and liaising with groups such as Brunel University – particularly with hard to reach groups. Further work has been done with Residents' groups and the LINK has been involved in a number of specific issues (e.g., Hayes Town

Medical Centre and the HESA medical extension, integration of Hillingdon Community Health (HCH) with Central & North West London NHS Foundation Trust). In total, it estimated that the LINK has engaged with more than 10,000 people, soliciting their views on a variety of issues.

Hillingdon LINK has also been working with Somali community leaders. This group was involved in a survey that looked at the impact of KHAT.

Provider Services

On 24 November 2010 the Committee held a witness session with representatives from Clinical Service Lead for End of Life Care, NHS Hillingdon, Children's Therapies (Speech & Language Therapy), Senior Nurse Specialist (TB), Specialist Community Dental Service, MSK Clinical Service (Physiotherapy Services), Hillingdon Community Health and Strategic Planning and Partnerships.

At this session there was an update on the physiotherapy services in the Borough. Clinics are spread across the Borough and have expanded in the South where historically patients have the longest waits - there is one extra clinic compared to last year, and a new clinic has replaced an old one. In April 2009, only 41% of patients were seen within 3 weeks of referral; in October 2010, this figure had increased to 92%. This success is partly due to the revolutionised centralised booking system. This allows patients to be seen quicker at whichever clinic is most convenient for their home or work situation. The staff levels have also increased from 14 full-time to 23 full-time which has also contributed towards improving the waiting time figures. A huge amount of effort has been put in from staff to reduce the waiting times even though the number of referrals has increased.

Members receive a report on Children's Speech and Language Therapies which covered 0-16 year olds and those up to the age of 18 years if in full time education. The aim of the service is to provide assessment and service for speech therapy. The service covers Pre-School Early Years Team, Complex Special/Additional Needs (0-5 years old), Mainstream Schools Service and Hearing impairment. It also covers those without a statement, which previously was not the case. There is a great need for a service for those that do not have a statement, so this change is beneficial to all.

The End of Life Care team is made up of 8 whole time equivalent specialists. Over the last year, the good life model for cancer patients has been used for all patients. Of the 2,000 deaths in the Borough each year, 20% are unexpected. A large proportion of these are older people with a health condition.

With regard to the Tuberculosis service (TB), a community centre/clinic opened in Hayes in 2010, giving patients more choice. The TB rate had gone up 20% in London - Hillingdon has a high rate in comparison to the rest of London and is nationally rated as the 11th highest for 2004-6. The NHS is looking into developing a pan London service.

The community dentistry service in the Borough is predominantly for referrals, mainly from GP's. The advice and treatment service is based on 2 clinic sites (Uxbridge and Ickenham) and employs 22 people in total.

Provision of Health Services in the Borough

On 28 October 2010, the Committee held a witness session with representatives from the Commissioning Support for London (CSL), Hillingdon PCT, The Hillingdon Hospital NHS Trust, Royal Brompton & Harefield NHS Foundation Trust, Hillingdon Local Medical Council (LMC) and Care Quality Commission (CQC).

In developing proposals for cancer services, consideration has been given by CSL to early diagnosis, common cancers/general care and rarer cancers/specialist care. These work areas have been investigated by a project board which has received evidence and information from an expert reference group for each work area, an overarching expert reference panel, a patient panel and experts from outside of London.

Concern was expressed that the cancer services provided by the Mount Vernon cancer network have not been acknowledged in the proposals. These services are of a very high standard and there is concern that their transfer to a hospital in central London will not be of benefit to Hillingdon residents or residents in the surrounding area.

The centralisation of vascular services is generally supported but there is concern that this could put additional financial pressure on THH.

On 11 January 2011, the Committee met with a representative from the London Ambulance Service who updated Members on the work undertaken in the last year. There have been some positive changes with regard to how targets are being measured; with time and quality of service both being measured:

- 'Quickest to sickest' is still being measured, with a target time of reaching those in critical need within 8 minutes. For less serious cases, the time based measurements have been removed and the quality of the service is being measured.
- The Borough has been rated 4th best in London for Cardiac Survival rate with a 21% success rate; 5 years ago this was 4%.
- The Borough is the 4th best for performance in terms of life dependency (Category A) in London.

Hillingdon Ambulance staff levels have increased by 30% to meet the increase in demand for the service.

The Ambulance Service thanked the Council for supporting the voluntary emergency responders by providing a car for the service which also involved the Metropolitan Police and the RAF. The scheme has become so successful that another three cars are being sought.

Safer Transport

On 14 July 2010, the Committee held a witness session with representatives from Safer Neighbourhoods Team - Metropolitan Police Service, Safer Transport Team - Metropolitan Police Service, British Transport Police (BTP) and Transport for London (TfL).

The Hillingdon Local Implementation Plan (LIP) sets out the Council's transport projects, proposals and programmes through to 2011. It also sets out how the Council proposes to implement the Mayor's Transport Strategy (MTS) and provides details on projects, proposals and programmes. The LIP's transport proposals focus on eight priority areas and include timelines, funding information and monitoring to ensure the successful implementation of the initiatives.

The Council has been working with schools in the Borough to develop School Travel Plans (STP) and there are now only two schools in the Borough that do not have one in place. The improvements that schools have suggested in their STPs have been collated, costed and included in the Hillingdon LIP. The STPs also give Transport for London (TfL) an indication of whether or not there are enough buses on the different school routes.

The Safer Neighbourhood Teams in Hillingdon have been working increasingly closely with the community to encourage engagement. The Safer Transport Team (STT) cover overland areas: buses, bus shelters and bus routes as well as the routes in between. The STT (which is 90% funded by TfL) regularly meet with TfL to look at issues that need to be addressed. In Hillingdon, there has been a 5.6% reduction in bus crimes in the last year (down from 644 offences to 608 offences).

TfL's behaviour code outlined what level of behaviour was expected on the buses and the circumstances under which the free travel concession could be removed. The STT has visited Year 6 pupils in 22 schools in the Borough to assist with applications for free travel cards (Zip cards); the young people sign the behaviour code as an integral part of this process.

There has been a reorganisation within TfL. This means that Hillingdon will no longer be considered a priority area as the work that had been undertaken has been very successful in reducing the fear of crime.

Hillingdon has 11 underground stations. Between 1 January 2010 and 30 June 2010, there were 75 offences committed at Uxbridge station; which was the most in the Borough.

The BTP is being more proactive and holds regular monthly meetings with the public, station staff and station managers to exchange views on the situation with regard to crime. These meetings are well publicised on the website.

Safer Hillingdon Partnership's Performance and Plans

On 23 February 2011 the Committee met with representatives from Safer Neighbourhoods Team - Metropolitan Police Service, Safer Transport Team - Metropolitan Police Service, Metropolitan Police Authority (MPA), NHS Hillingdon, London Fire Brigade, Probation Service and Hayes Town Partnership to receive an update on the work of the Safer Hillingdon Partnership over the previous 12 months.

With the exception of Total Robbery and Domestic Violence Incidents, crime figures have decreased. Work continues through the Domestic Violence Health Sub Group to encourage medical staff to clinical code domestic violence injuries correctly. Domestic violence training is being promoted amongst these staff.

An extensive consultation exercise was undertaken in Hillingdon regarding SNTs and resulted in responses from approximately 2,000 Borough residents. These responses were passed to the Commissioner of Police to inform his decision on the future of SNTs. Members were reassured that the provision of dedicated police officers to deal with specific wards will continue.

It is expected that the MPA will face significant changes in the next few months. One of the potential changes is a locally elected Police and Crime Commissioner(s). It is anticipated that the new legislation, which will drive these changes, will be implemented on 1 October 2011 and will include the withdrawal of the MPA from the Safer Hillingdon Partnership (SHP). Although the MPA will no longer be a statutory partner, the SHP will have scope to invite MPA representatives to attend its meetings. It is believed that this could be beneficial in terms of maintaining relations and linking priorities. Which was a good practice that should be encouraged to continue.

The contract between the Council and the London Fire Brigade for the provision of a fire Education Officer has been cut short. As the work undertaken by the Education Officer has been so successful, the Brigade has reorganised its resources to enable the work to continue.

The Hillingdon Fire Brigade has exceeded its target of 2,239 home fire safety visits to vulnerable adults and effort will now be made to achieve the stretch target.

The Probation Services explained how there are currently approximately 1,500 offenders in the community and in custody in Hillingdon. The driver for the majority of these offenders is usually drugs and/or alcohol. The Probation Services has a programme underway to look at reducing instances of re-offending by addressing these drivers. In response to the current financial pressures on all public sector bodies, the Probation Service has been restructured which has resulted in a reduction in the number of middle managers and a revision in the way that the Service works with offenders. Partnership working is continuing with groups such as MAPPA and MARAC to prioritise areas where re-offending can be reduced and contained.

NHS Hillingdon has been piloting pathways between the Probation Service and the health systems to improve joint working. It was stated that 44% of probation clients assessed during the 12 month period to June 2010 had an alcohol misuse problem, 43% of whom also had associated mental health problems which suggests that a co-ordinated approach is needed. Traditionally, funding available to NHS Hillingdon for substance misuse is specifically for drugs. However, this now has to change so that the organisation can choose to focus these resources on alcohol. Consideration can now be given to improving the whole outcome for an individual rather than just focusing on their health.

There have been substantial reductions in the levels of concern about street drinking, rough sleeping, begging, drug dealing and graffiti in Hayes Town Centre but there continue to be worries about spitting, rowdy behaviour and youths hanging about. That 94% of those surveyed now felt safe in the Town during the day, compared to 84% the previous year. An alcohol engagement project (HAGAM) has been running in Hayes and has become a best practice model for the rest of London. Hillingdon Community Trust has agreed to continue to fund this project for the next three years.

Community Cohesion: responding to and understanding local challenges & building strong, cohesive and active communities in Hillingdon

On 6 June 2010, the Committee held a witness session with representatives from Metropolitan Police Service, Strong & Active Communities Partnership, Hillingdon PCT, Brunel University, Hillingdon Association of Voluntary Services (HAVS), London Fire Brigade and Hillingdon Inter Faith Network. Members were updated on the work that each of the organisations had undertaken over the previous year. This session focused on responding to and understanding the local challenges.

The local challenges discussed included:

- the needs of Somali families.
- continued partnership working and a commitment to ensuring that all services are available to everyone.
- awareness of the needs of any new communities within the Borough and issues that are relevant to them, e.g., economic, education, health, etc.
- the impact of the economic situation on employment which can cause tensions between different areas of our community.

A second witness session was held on 30 March 2011 which focused on building strong, cohesive, vibrant and active community within Hillingdon. Representatives from Metropolitan Police Service, London Fire Brigade, Hillingdon Community Trust, Strong and Active Communities Partnership, NHS Hillingdon, Brunel University, Hillingdon Association of Voluntary Services (HAVS), Hillingdon Inter Faith Network and Uxbridge College were in attendance.

The North / South divide in the Borough was discussed and it was noted that the mortality rate in the South of the Borough was 7 years lower than in the North. The North of the Borough is seen to be rich in art and drama venues, whereas the South of the Borough is not. Not everyone wants to take part in sporting activities; efforts will be made to put a programme together to make the arts more accessible to young people, e.g., consideration will be given to opening up the theatre at Uxbridge College for community arts projects as part of the community cohesion work.

The External Services Scrutiny Committee was involved with setting up two Working Groups in 2010/11 which carried out some valuable work, and the reviews were endorsed by Cabinet. Various witnesses (internal and external) attended the Working Group sessions and provided Members with important information in order to complete the review and produce the reports.

Health Inequalities - Effect of Overcrowding on Educational Attainment and Children's Development

One of the main pieces of work over the last 12 months is the review commissioned by this Committee on the effect of overcrowding on educational attainment and children's development in Hillingdon. In 2009, the Centre for Public Scrutiny (CfPS) asked for bids from groups of councils to become one of ten Scrutiny Development Areas that would look at health inequalities. The reviews would then be analysed by CfPS and a scrutiny toolkit developed from the findings.

The purpose of the review was to assess what procedures were place and to make improvements to these procedures to mitigate the effects of overcrowding on educational attainment and children's development. The review also looked at the provision of coordinated advice and support being made available to those families living in overcrowded conditions where a child's education and development was suffering. Recommendations for improving these procedures were adopted in full by Cabinet on 18 November 2010.

Children's Self Harm

The second major piece of work this year was the review commissioned by this Committee on Children's Self Harm. The purpose of this review was to build upon the work currently undertaken by the Council and partner agencies in relation to those children who self harm and their families. The Working Group sought to look at: how residents' expectations and concerns about children's self harm were reflected in delivery of services by the Council; how the Council's services could be improved and standardised; and how staff could be properly equipped to detect and assess such cases. All of the recommendations proposed for improving these procedures were adopted in full by Cabinet on 14 April 2011.

Appendix

External Witnesses Giving Evidence in 2010/11

- Brian Doughty - Interim Corporate Director of Adult Social Care, Health and Housing
- Linda Dines - Parent Partnership Manager, Education & Children's Services, LBH
- Isobel Callaby - Parenting Support Service Co-ordinator at Barra Hall Children's Centre. LBH
- Satwinder Saraon - PEP/Service Manager, Children's Specialist Services, LBH
- Sheila Cawthorne – Housing Commissions Manager, LBH
- Sally Currie - Under Occupying & Overcrowding Case Worker, Hillingdon Homes
- James Gleave, LDF Principle Officer
- Tim Lake, Service Manager, Environment and Consumer Services, LBH
- Khalid Rashid – Emergency Housing Manager, LBH
- Paul Hewitt: Service Manager, Safeguarding Children, LBH
- Parmjit Chahal: Service Manager Family Support Services, LBH
- Erica Rolle: Domestic Violence Strategic Coordinator, LBH
- Fiona Lyon: Headteacher, Hillingdon's Virtual School
- Karen Andor: Educational Psychologist, LBH
- Paula Neil: Asylum Service Manager, LBH
- Ann Holmes: Service Manager, Children in Care Team, LBH
- Brian Whiteley, LDF Team Manager
- Beatrice Cingtho – Head of Housing, LBH
- Emma Humphrey – Service Manager, Housing Needs Housing Options, LBH
- Alison Moore – Senior School Improvement Officer 14-19, LBH
- Nigel Dicker – Deputy Director of Public Safety and Environment, LBH
- Dr Ellis Friedman: Joint Director of Public
- John Vaughan – Director of Strategic Planning and Partnerships
- Maura St George – Clinical Service Lead for End of Life Care
- Freda O'Driscoll – Head of Children's Therapies (Speech & Language Therapy)
- Hannah Kaur – Senior Nurse Specialist (TB)
- Claire Foster – Clinical Lead for Specialist Community Dental Service
- Jill Dady – MSK Clinical Service Lead (Physiotherapy Services)
- Teresa Chisholm: Designated Nurse for Looked After Children, Hillingdon Community Health
- Dr Jo Carruth: A&E Consultant (Paediatric Lead), The Hillingdon Hospital NHS Trust
- Geraldine Evans: Safeguarding Children Nurse, The Hillingdon Hospital NHS Trust
- Dr Abbas Khakoo: Medical Director, The Hillingdon Hospital NHS Trust
- Carole Jones: Headteacher, Yeading Junior School
- Peter Lang – Hillingdon Association of Secondary Headteachers (HASH)
- Lorraine Collins - Uxbridge College
- Judith Barton: Deputy Headteacher, Uxbridge High School
- Jill Patel: Chief Executive, Hillingdon Mind
- Rachel Welch: Project Director, selfharm.co.uk
- Claire Easterman: Operations Director, YouthNet UK
- Shaun Kelly: Head of Safeguarding, Action for Children
- David Brough – Chairman, Hillingdon Community Trust & Hayes Town Partnership
- Christine Little – Director, Hillingdon Community Trust
- Carole Jones - Chair of Strong and Active Communities Partnership
- Ted Hill - Hillingdon Association of

Health, NHS Hillingdon/London Borough of Hillingdon

- Sharon Daye – Deputy Director of Public Health, NHS Hillingdon
- Joan Veysey – Head of Non-Acute Commissioning, NHS Hillingdon
- Maria O'Brien, Managing Director, Hillingdon Community Health/PCT
- Keith Bullen, Chief Operating Officer – PCT
- Sue Nunney – Hillingdon PCT
- John Vaughan, Director of Strategic Planning and Partnership – Central & North West London NHS Foundation Trust
- Sandra Brookes, Service Director for Hillingdon – Central & North West London NHS Foundation Trust
- Christine Robson: Team Coordinator, CFACS, CNWL
- Mick May, Group Managing Director – Groundwork Thames Valley
- Gary Jacobs, Executive Director – Groundwork Thames Valley
- Graham Hawkes, Interim Manager – Hillingdon LINK
- Ian Diamant, Vice-Chairman – Hillingdon LINK
- Tom Pharaoh – Commissioning Support for London
- Jacqueline Totterdell – The Hillingdon Hospital NHS Trust
- Richard Connett – Royal Brompton & Harefield NHS Foundation Trust
- Nicholas Hunt – Royal Brompton & Harefield NHS Foundation Trust
- Andy Michaels – BMA / LMC
- Dr Mitch Garsin – Hillingdon LMC
- Dr Tony Grewal – Medical Director of Londonwide, LMC
- Amanda Brady – Care Quality Commission (CQC)

Voluntary Services (HAVS)

- Mike Gettleson - Hillingdon Inter Faith Network
- Carole Jones – Strong & Active Communities Partnership
- Professor Ian Campbell – Brunel University
- Yewande Akindele, Equality and Diversity Manager – Brunel University
- Duncan Struthers – Hillingdon Inter Faith Network
- Marcia Whyte – Assistant Chief Officer, Probation Service
- Adam Crosby – Hillingdon Ambulance Operations Manager, London Ambulance Service
- Colin Gribble – London Fire Brigade
- Gerard Hollingworth – Borough Commander, London Fire Brigade
- Chief Inspector Alison Dollery – Metropolitan Police Service
- Superintendent Des Rock – Metropolitan Police Service
- Chief Inspector Maurice Hartnett – Metropolitan Police Service
- Sgt Dave Turner – Safer Transport Team, Metropolitan Police Service
- Sgt Simon Thurston – Safer Transport Team, Metropolitan Police Service
- Tamsin Kelland – Link Officer, Metropolitan Police Authority
- Acting Chief Inspector Shakil Qasim – Safer Neighbourhoods Team, Metropolitan Police Service
- Inspector Steve Beattie – Safer Transport Team, Metropolitan Police Service
- Inspector Peter Miller – Officer in Charge, British Transport Police
- Kevin Dulling – Transport for London (TfL)
- Sharon Shepherd – Transport for London (TfL)

Policy Overview & Scrutiny Reviews from 2003 to 2011

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.

2010/11

- Census 2011 – To look at how this Council can contribute to improving the Population data for the Borough
- Personal Safety of Members of the Council when meeting with members of the public
- The Hillingdon Khat Review
- Review of Hillingdon's Town Twinning Relationships
- Review of 14-19 Education & Training
- To examine the use of Assistive Technology by Adult Social Care to Support Independent Living
- Hillingdon Centre for Independent Living (Looking at Efficiencies, Services & Fully Costed Options)
- Health Inequalities – Effect of Overcrowding on Educational Attainment and Children's Development
- Children's Self Harm

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 of 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

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