HILLINGDON
LONDON

A

Virtual Corporate Services, Commerce and Communities Policy Overview Committee

Date: **TUESDAY, 6 APRIL 2021**

Time: **7.30 PM**

Venue: **VIRTUAL - LIVE ON THE COUNCIL'S YOUTUBE CHANNEL: HILLINGDON LONDON**

Meeting Details: Virtual

This agenda is available online at: www.hillingdon.gov.uk or use a smart phone camera and scan the code below:

Councillors on the Committee

Richard Mills, (Chairman)
Vanessa Hurhangee (Vice-Chairman)
Lindsay Bliss
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon, (Opposition Lead)
Scott Farley
Wayne Bridges

Published: Thursday, 25 March 2021

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Putting our residents first

Lloyd White
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Terms of Reference

The Following Terms of Reference are common to all Policy Overview Committees (referred to as "The overview role"):

1. To conduct reviews of policy, services or aspects of service which have either been referred by Cabinet, relate to the Cabinet Forward Plan, or have been chosen by the Committee according to the agreed criteria for selecting such reviews;
2. To monitor the performance of the Council services within their remit (including the management of finances and risk);
3. To comment on the proposed annual service and budget plans for the Council services within their remit before final approval by Cabinet and Council;
4. To consider the Forward Plan and comment as appropriate to the decision-maker on Key Decisions which relate to services within their remit (before they are taken by the Cabinet);
5. To review or scrutinise decisions made or actions taken by the Cabinet, a Cabinet Member, a Council Committee or an officer.
6. To make reports and recommendations to the Council, the Leader, the Cabinet, a Policy Overview Committee or any other Council Committee arising from the exercise of the preceding terms of reference.
7. In accordance with the Local Government and Public Involvement in Health Act 2007, to consider 'Councillor Calls For Action' (CCfA) submissions.

To perform the policy overview role outlined above in relation to the following matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy;
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Climate Change
17. Energy use and carbon reduction
18. Health & Safety

Agenda

CHAIRMAN'S ANNOUNCEMENTS

Part I - Members, Public and Press

Part II - Members Only

Minutes

**Corporate Services, Commerce and Communities
Policy Overview Committee
Thursday, 4 March 2021
Meeting held at VIRTUAL - Live on the Council's
YouTube channel: Hillingdon London**

**Published on:
Come into effect on: Immediately (or call-in date)**

Members Present:
Councillors Richard Mills (Chairman)
Vanessa Hurhangee (Vice-Chairman)
Lindsay Bliss
Nicola Brightman
Farhad Choubedar
Alan Deville
Jazz Dhillon (Opposition Lead)
Scott Farley
Wayne Bridges

Officers Present:
Kevin Byrne, Head of Health Integration and Voluntary Sector Partnerships
Naveed Mohammed, Head of Business Performance & Insight
Liz Penny, Democratic Services Officer

49.   APOLOGIES FOR ABSENCE

There were no apologies for absence.

50.   DECLARATIONS OF INTEREST

None.

51.   MINUTES OF THE MEETING HELD ON 3 FEBRUARY 2021

RESOLVED: That the minutes of the meeting dated 3 February 2021 be agreed as an accurate record.

52.   EXCLUSION OF PRESS AND PUBLIC

It was agreed that all items were in Part I and would be considered in public.

53.   REVIEW: VOLUNTARY SECTOR RESPONSE TO COVID-19 PANDEMIC

The below proposed draft recommendations had been circulated to Members prior to the meeting for their consideration:

1. Acknowledge, thank and recognise the response that all organisations across the voluntary sector have provided to the needs of residents throughout the pandemic/lockdown periods.

2. Recognise the pro-active steps taken by the Hillingdon Community Hub/Council Officers to bring together resources across a number of voluntary sector partners including Hillingdon4All to achieve a strong operating model.

3. Support the consolidated model lead through the Hillingdon Community Hub to work with a number of leading voluntary groups to manage and co-ordinate resources.

4. Continue to review and provide voluntary sector grants to enable key voluntary sector partners to continue to deliver services required by Hillingdon residents. In addition, look to provide practical, operational and logistical support and guidance to enable VS partners to increase resilience going forward.

5. Deliver outbound communications (including through Hillingdon People) that provide information residents can access about key voluntary sector services, such as mental health/Hillingdon MIND, cognisant of witness comment about the possibility of becoming overwhelmed with new enquiries. Dual purpose of communication to assist in recruitment of volunteers across Voluntary Sector.

Members were broadly happy with the proposed review recommendations. It was suggested that the final recommendation be broadened to include children under the age of 16 many of whom had been struggling with their mental health during the pandemic.

It was agreed that Liz Penny, Democratic Services would draft the final report for consideration at the next meeting of the Corporate Services, Commerce and Communities Policy Overview Committee on 6 April.

RESOLVED:

1. **That the Committee noted the review into the Voluntary Sector's response to the Covid-19 pandemic and agreed the draft recommendations proposed by the Chairman and Labour Lead.**

54. **PERFORMANCE MONITORING AND DATA**

Naveed Mohammad, Head of Business Performance and Insight, presented the report which set out how the tracking of performance and provision of insight data was arranged in the Council, examples of the data provided and how data were used to shape operational delivery and the strategic development of services.

Members heard that there were 100,214 households in Hillingdon. The Council routinely gathered a range of data across all directorates. The purpose of this data

collection was to ensure services were being delivered efficiently to meet residents' needs. There was also a requirement to plan for the future development of services. The Council had at its disposal a variety of mechanisms to gather, process and analyse the data using spreadsheets, bespoke databases and data mining software.

<u>What is Tracked and Reported?</u>

The Committee was informed that the Council provided over 700 services to local residents. A robust data set was essential in order to establish who was accessing which services and what their needs were. A table was set out in the agenda pack giving examples of the range of data gathered across directorates:

Corporate Services and Resources

Members heard that the next census would soon be completed - this would provide a fresh data set and would demonstrate how things had changed since 2011. Greater London Authority data also provided a useful and more up-to-date insight into the demographic profile of the Borough.

Finance

Information was gathered regarding Council tax collection, business rates, benefits and debtors.

Planning, Environment, Education and Community Services

Data were gathered regarding school places, crime types, school attainment, library footfall etc. Planning for school places was an important area – the Local Authority reviewed the data on an annual basis to predict likely future need over the next 10 years. The Strategic Needs Assessment was an important indicator of public health providing information regarding the prevalence of smokers, the number of residents with COPD, drug users in the Borough etc. Said data was sent to the public health team for their consideration. The Strategic Needs Assessment also provided useful information regarding crime types and how these had changed over the last year. Such information would be communicated to the Community Safety Team. In terms of school attainment, no information had been received in the last 12 months due to the pandemic; however, prior to this, information had been regularly received regarding the achievements of the children in the Borough.

Adults', Children's and Young People's Services

This was a high-profile area, especially in respect of safeguarding, with a large volume of work. Statistics were gathered and passed to local services. Information was drawn from a wide range of data portals. In some cases data streams relied on contributions from partner agencies or external systems e.g. the Council did not collect data directly on local NEET numbers – a commissioned provider (Ealing Council) gathered and supplied the data including analysis.

Infrastructure, Building Services and Transport

This covered Household Waste Collection, ASBET and Household Recyling.

Members heard that the data collated were used both to provide insight analysis to commission services and to monitor performance (develop KPI reports). KPIs were developed along three categories – counts, processing and tracking outcomes. Counts assisted in understanding efficacy of service delivery e.g. more households on the Council's Housing Register would have a knock-on effect as more temporary accommodation would be required. In terms of Processing, these metrics provided an insight into the health of the organisation. Many of these indicators were linked to statutory timeframes and measured how quickly certain tasks were performed e.g. the number of Initial Child Protection Conferences completed within 15 working days, the days taken to process Housing Benefit changes of circumstances requests etc. Finally, outcomes metrics facilitated the assessment of how services delivered by the Council made a difference to residents e.g. the percentage of children achieving five good passes at GCSE.

The Committee was informed that the selection of KPIs had previously been nationally mandated. This was no longer the case. There were vestiges of the national indicator set in some departments e.g. Planning, Waste and Recycling, Housing and Social Care but, where appropriate, these national indicators were now supplemented with local indicators reflecting local priorities. Examples of the latter included tracking the number of arson incidents, incidents of flytipping and the percentage of Youth Offending intake from a BAME background – all of which were disproportionately higher in Hillingdon.

Members requested further clarification as to what extent data were used to inform decisions and service planning. It was confirmed that this was a mixed bag – some information was operationally driven e.g. Adults', Children's and Young People's Services requested weekly data re. the number of assessments not completed on time. Members heard that operationally the Council was doing very well; however, strategically there were potentially some gaps related to the commissioning of services.

The Committee enquired whether the 80/20 rule applied whereby approximately 80% of time was spent preparing the data and approximately 20% on analysis. It was confirmed that this was largely accurate. The challenge was around data quality – the Council relied on the information being accurate at the point of entry. Each year the data were cleansed and reconciled. The Council was trying to obtain more effective tools e.g. Tableau to enable more time to be spent on analytics going forward.

In terms of data mining, Members enquired whether models were used. The Committee heard that data mining was used for predictive analytics e.g. around school places. A model was in use for school places planning which was usually accurate to within 2-4%. The Council also worked in partnership with other organisations to assist with data mining e.g. a partnership had been formed with Brunel University to consider how the re-opening schools would affect the spread of Covid-19.

Members enquired why the surrounding boroughs had lower incidents of arson and flytipping and a lower percentage of Youth Offending intake from BAME backgrounds. It was confirmed that officers would discuss this with neighbouring boroughs to establish what they were doing differently. The information would then be collated and cascaded to the services.

In response to further questions from the Committee it was confirmed that Ward Councillors did not automatically receive the data set and it was not routinely published. Ward profiles were published on the website and specific pieces of work could be requested directly. It was further confirmed that, for major building projects, the local authority was responsible for ensuring that there were sufficient community pharmacies – if a gap was discovered, the CCG and health colleagues would be informed. The CCG was responsible for GP provision.

Members requested further clarification regarding the census. It was confirmed that the next census was due to be completed on 21 March 2021. A census was completed every ten years to provide a snapshot in time. The GLA was able to provide more up-to-date information as things could change very quickly. In terms of transient traveller communities, 3 school censuses were completed each year in January, in the summer and in October; these helped the local authority understand more about the communities living in the Borough.

In response to their enquiries, the Committee heard that, once a year, housing officers and volunteers went out and conducted a count to establish the prevalence of rough sleeping in the Borough. There was a legal definition of 'homelessness' which was used to assess those who approached the Council's Housing Needs service. Members expressed concern that a yearly count was insufficient and enquired how more accurate information could be gathered. It was confirmed that counting was the standard methodology used by all local authorities; the Head of Business Performance and Insight would conduct further research into possible alternatives and would report back to the Committee.

Members enquired how the local authority could improve its performance monitoring and data. It was suggested that, in some cases, triangulation could be used to provide a clearer picture e.g. to further explore the academic attainment of white British boys or to better understand why vaccine take up in some wards appeared to be lower among Eastern European communities.

In response to further questions from the Committee, it was confirmed that the information obtained via Members' enquiries and complaints received by the Council was fed back to the front-line teams to inform service action. Analysis of Members' enquiries was not textual – the contact centre logged the information provided and it could be summarised by category e.g. to establish the number of complaints received by the ASBET team in relation to flytipping.

Members heard that Naveed's team had access to the case management systems used by front line teams to input data. This enabled them to analyse the data; however, version control was essential. The move from Google to Microsoft Office 365 had made document sharing easier and it was now possible for multiple people to work on the same document and manage version control effectively. It was

confirmed that data from one area could be used to enrich the analysis of another area.

RESOLVED:

1. **That the Committee noted the breadth and depth of metrics collected across the organisation to aid operational delivery and service planning;**
2. **That the Committee advised officers on any particular areas of the Council's business where additional performance data / analysis would aid the work of the Committee; and**
3. **That the Head of Business Performance and Insight conduct further research into methods by which the number of rough sleepers / homelessness in the Borough could be assessed more accurately.**

55. **FORWARD PLAN**

    RESOLVED: That the Committee noted the Forward Plan.

56. **WORK PROGRAMME 2020/2021**

    RESOLVED: That the Committee noted the Work Programme 2020/2021 and agreed that a discussion on possible future review topics be added to the April 2021 meeting.

THE COMMITTEE'S NEXT REVIEW TOPIC – IDEAS/SELECTION PHASE

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee

Officer reporting	Liz Penny – Democratic Services

Papers with report	Appendix A - Review topic selection scorecard

Ward	All

HEADLINES

To discuss ideas on suitable next major review topics by the Committee. To assist, this report gives guidance on the Committee's remit, an overview of how reviews can be undertaken, previous review topics and a scorecard to use to assess.

RECOMMENDATIONS

That the Committee consider potential topic ideas for their next major review for officers to scope further and report back to the Committee.

SUPPORTING INFORMATION

The Committee's direct remit of activity

This Committee's specific Terms of Reference are set out below. This sets the parameters (or service areas) in which the Committee can undertake reviews, present findings, request reports and provide direct input on matters:

1. Democratic Services
2. Localism
3. Central Services, incl. Human Resources, ICT, Communications & Legal Services
4. Capital programme, property, construction & facilities management
5. Financial Planning & Financial Services
6. Enforcement and anti-fraud activities
7. Procurement
8. Performance Improvement
9. Economic development & town centres and regeneration
10. Local commerce, employment, skills and job creation
11. Local Strategic Partnership and Sustainable Community Strategy
12. Community engagement, partnerships and the voluntary sector
13. Equalities and Community Cohesion
14. Community Safety
15. Public Safety & Civil Protection
16. Energy use and carbon reduction
17. Health & Safety

Undertaking policy reviews

Over the years, Policy Overview Committees have undertaken successful in-depth reviews of Council services and policies. This has resulted in a number of positive changes locally, with some also affecting policy at a national level. Such committees engage Councillors in a wide range of Council activity and build a greater understanding about service provision to residents.

Review phases

The typical phases of a review are as follows:

1. Selection of topic
2. Scoping the review / setting out objectives
3. Witness & evidence stage (this is the main activity)
4. Draft recommendations considered / early draft of review report
5. Final report approved by Committee
6. Referred to Cabinet for consideration
7. Monitoring the implementation of recommendations once approved / amended by Cabinet at meetings, i.e. in six months

Selecting review topics

It is always best to sound out potential review topics early on. In respect ideas of areas to review these can come from a variety of sources e.g. Committee Members; Council officers; External partners / residents and Cabinet Members. When a Committee considers a potential review topic, officers recommend running it past the following criteria as part of our scorecard (see Appendix A); i.e. topics that are:

- Resident-focused
- Under the correct remit of the Committee
- Matters the Council has influence over
- New issues
- Achievable for the Council
- Can gain wider organisational buy-in and support
- Drive improvement / efficiency
- Provide early warning or resilience for national changes
- Investigate the 'big issues' locally or nationally within Hillingdon

Witness and evidence stage

Ultimately, any Policy Overview Committee's efforts are at their best when external witnesses and residents participate, adding value to intelligence gathering and findings. In support of this, Committees have undertaken a variety of both formal and informal activity "in meetings" and "outside meetings". It is important to pull together a broad evidence based for any potential findings later on. Additionally, the ability for Councillors to bring their 'local' insight is highly valuable. Activities the Committee can undertake include:

- Surveys / social media
- Promotion of review to seek views
- Invite the relevant Cabinet Member to attend for their views
- Question key council officers

- Hold informal workshops
- Networking events, e.g. with partners
- Have closed meetings, i.e. confidential, such as social care clients
- Commission reports from council officers / externally
- Request data and intelligence on the topic
- Visits to other local authorities
- Undertake site visits within the Borough or council facilities
- Appoint experts or advisors to join the Committee throughout its review
- Selecting the best range of witnesses to get a real user / resident perspectives
- Invite national experts in their field

Whilst information will be provided to Councillors, it may be helpful when preparing for this stage of a review, that Councillors:

- Prepare their draft questions for each witness in advance;
- Read a witness bio or find out more about their organisation;
- Do their own additional research on the topic - you may find something officers don't!
- Use their network of councillors in other local authorities to seek views;
- Tell residents at Surgeries / Ward Walks about your review, get their thoughts.

Drafting recommendations / final report

After hearing from witnesses and receiving evidence, the Committee then will meet to pull together all the information and shape its collective findings. Any final recommendations that come to Cabinet ideally should:

- Meet the initial aims / objectives of the review
- SMART, Specific, Measurable, Achievable, Relevant, Time-bound
- Not be a short-term fix, but a lasting outcome
- Affordable or can be aligned neatly with the MTFF process
- Based on a broad evidence base as possible
- Seek to review or amend existing approved policies (unless there is an imperative for a new policy)
- If publicity or wider engagement or education is recommended, to target such communications as best as possible rather than generally
- Consider 'conclusions' as well as any specific recommendations.

Nearer this time, Democratic Services staff supporting the Committee will advise further on findings and drafting recommendations. Throughout this process, their role is critical to the Committee, to guide Members and secure the information and any witness activity that Members wish to undertake. They also work with the Chairman to bring the final draft report for the Committee before it is scheduled to Cabinet.

Previous reviews undertaken

Below is a list of recent reviews (within the Committee's revised remit) that have been undertaken and submitted to Cabinet. It is advised not to review an area that has been reviewed recently, unless there have been substantial changes in service provision.

2015/16	2016/17	2017/18	2018/19	2019/20/21
Corporate Complaints	Recruitment in Hillingdon	Combating Homophobic, Biphobic and Transphobic Bullying of Young People in Hillingdon	Community Safety and New Policing Structures in Hillingdon	Local Commerce, Employment, Skills and Job Creation in Hillingdon
			Digital Broadcasting of Policy Overview, Scrutiny and Select Committees	The Voluntary Sector Response to the Covid-19 Pandemic

Implications on related Council policies

A role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

How this report benefits Hillingdon residents

None at this stage, pending any findings approved by Cabinet.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

BACKGROUND PAPERS

Council Constitution

Scores showing 1-5 (5 being the highest, 1 the lowest)										
Topic	Resident focused	Correct remit	Influence	New	Achievable	Wider organisational support	Drives improvement	Drives transformation and efficiency	National and local	Score

Detailed criteria to assess review scoring

Resident-focused - High impact on residents and the community, with public interest and scope for making a positive difference (whether universal or a targeted group or area, e.g. young people or a particular town centre)

Correct remit - is it covered in the Committee's Terms of Reference and does it cut across into the domain of other Committees? If it does, narrow the topic or consider suggesting the Chairman of the POCs consider setting up a task and finish review panel for this and which Committee to report back to.

Influence - A topic that affects residents, groups, businesses and other key stakeholders in Hillingdon and relates to a service, event or issue in which the Council is in control of, has a significant stake in or has influence over, e.g. with partners.

New - A new and fresh topic preferably. One which has not previously been reviewed by a Committee in the last 2-3 years, or which is not currently being reviewed by another Committee or internally.

Achievable - A good level of expertise, best practice and information is available to draw on to complete this review. Committee resources, departmental plans and organisational timings permit a successful review with positive recommendations, during the current municipal year. Is the review ToR to wide and need to be narrowed to be achievable? Will the Committee's work programme accommodate the review?

Wider organisational support - A topic that is likely to receive organisational buy-in from the Committee and wider Council. Possibly support from partner organisations to add value to existing work.

Drives improvement - a service or area of partnership that has been identified internally or externally that requires improvement in the medium-long term and would benefit from Members' insight. Performance risks or areas of consistent under-performance.

Drives transformation and efficiency - in support of the Council's objectives, any areas where service re-modelling is under consideration in the longer-term, that with Members' insight can help to deliver future savings, efficiencies and VFM.

National and local - a topic that will assist the Council in the implementation or awareness of external challenges, new legislation, national policy or the changing role of the public sector. A topic relevant to Hillingdon's residents that seeks to lobby change in national legislation, policy or practice.

CLIMATE CHANGE ACTION PLAN

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee

Officer reporting	Liz Penny – Democratic Services

Papers with report	Appendix A – Climate Change Action Plan Cabinet Report Appendix B – Strategic Climate Action Plan

Ward	All

HEADLINES

To provide insight, comments or feedback on the proposed Climate Change Action Plan to be taken into account prior to the report coming back to Cabinet in July 2021.

RECOMMENDATIONS

That the Committee provide comments or feedback on the proposed Climate Change Action Plan to be taken into account prior to the report coming back to Cabinet in July 2021.

SUPPORTING INFORMATION

Cabinet in March agreed to consult on the climate change action plan. As part of this, the Corporate POC will receive the consultation document, a presentation by officers, and be requested to provide any insight, comments or feedback on the proposed action plan, which will ultimately be taken into account prior to it coming back to Cabinet in July.

The Corporate POC may also recall that the climate change declaration by full Council in January 2021 specifically resolved to grant **"Responsibility for oversight and scrutiny of the Council's efforts in relation to climate change be given to the Corporate Services, Commerce and Communities Policy Overview Committee to review as they see fit and engage the community."**

Implications on related Council policies

A role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

Financial Implications

None at this stage.

Legal Implications

None at this stage.

Background Papers
Nil.

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CLIMATE CHANGE ACTION PLAN

Cabinet Member(s)	Councillor Eddie Lavery

Cabinet Portfolio(s)	Housing, Environment and Regeneration

Officer Contact(s)	David Haygarth / Ian Thynne - Planning, Environment, Education and Community Services

Papers with report	Appendix 1 – Draft Strategic Climate Action Plan

HEADLINES

Summary	The world's climate is changing due to increased levels of gases such as carbon dioxide in the atmosphere. Scientific research has demonstrated that carbon dioxide levels are higher than at any time in the past 650,000 years and this has resulted in a gradual warming of the world's climate.
	Uncontrolled climate change will lead to higher global temperatures, rising sea levels and more extreme, unpredictable weather conditions across the world. These events and their knock-on effects, such as drought and its impact on food production, or the flooding of coastal areas where many people live, will put hundreds of millions of lives at risk.
	Hillingdon Council is striving to be the greenest London Borough, to protect and enhance the environment, and to provide a brighter prospect for future generations. Over the last ten years the Council has made significant progress to reduce carbon emissions and has committed that it will be carbon neutral by 2030. This report presents the draft action plan to achieve this goal and seeks approval from Cabinet to undertake a public consultation to inform the actions the Council should take. The final plan will be presented to Cabinet in July 2021, informed by the consultation findings.

Putting our Residents First	This report supports the following Council objectives of: Our People, Our Natural Environment, Our Built Environment.

Financial Cost	There are no direct costs associated with the proposed consultation on the Climate Action Change Plan, which can be managed within existing resources.

Relevant Policy Overview Committee	Corporate Services, Commerce & Communities Policy Overview Committee / All Committees

Relevant Ward(s)	All Wards

RECOMMENDATIONS

That Cabinet:

1. **Approves Hillingdon's draft Climate Change Action Plan for consultation.**

2. **Agrees to receive the final Climate Change Action Plan in July 2021, informed by the findings from the consultation process.**

Reasons for recommendations

Recommendation 1 - The climate change action plan will deliver the Council's climate emergency declaration made by full Council in January 2020. It has a clear focus on community leadership and leading by example. Additionally, this climate change plan supports other objectives, such as air quality, fuel poverty and preventing flooding. This is important to residents, especially those who are more vulnerable to the effects of climate change.

Recommendation 2 – To be effective, Hillingdon's Climate Change Action Plan needs to be informed by the views and ideas from residents, community groups, non-governmental organisations, commerce, industry and other stakeholders to ensure successful outcomes are achieved. It is anticipated the costs of any works and projects to deliver the plan will be met from existing budgets and external funding sources. The consultation will help determine the best use of those resources, based on need.

Alternative options considered / risk management

The option to take no action was not considered. To achieve the climate emergency declaration requires leadership from the Local Authority and targeted action working in partnership with residents, public sector organisations, community groups and businesses.

Policy Overview Committee comments

Policy Overview Committees, particularly the Corporate Services, Commerce and Communities who's remit this falls under, will be able to participate actively in the consultation on this Action Plan – including submitting comments to Cabinet as appropriate.

SUPPORTING INFORMATION

1. The world's climate is changing due to increased levels of gases such as carbon dioxide in the atmosphere. These 'greenhouse' gases occur naturally in the atmosphere, trapping heat that comes from the sun like the glass in a greenhouse. The 'greenhouse effect' is a natural occurrence and without it the Earth would be over 30 degrees cooler and uninhabitable.

2. However, due to human activities such as the burning of fossil fuels (oil, gas and coal) and deforestation, concentrations of greenhouse gases in the atmosphere are rising and making the natural greenhouse effect more pronounced, trapping more of the sun's heat

and resulting in a rise in the earth's temperature. The main contributor to global warming is carbon dioxide.

3. Uncontrolled climate change will lead to higher global temperatures, rising sea levels and more extreme, unpredictable weather conditions across the world. These events and their knock-on effects, such as drought and its impact on food production, or the flooding of coastal areas where many people live, will put hundreds of millions of lives at risk. This is already occurring in the developing world.

4. Hillingdon Council has made significant progress over the last ten years to reduce its carbon footprint through a range of activities such as the installation of lower energy lighting, cavity and loft installation in Council-owned buildings, the planting of thousands of trees and successful campaigns such as 'no idling' of vehicle engines outside schools. However, there is still more than can be achieved to reduce carbon emissions.

5. On 16th January 2020 at full Council, the London Borough of Hillingdon declared a climate emergency in recognition of the need to reduce carbon emissions further, and at a faster pace. The Council gave a commitment to be a carbon neutral by 2030. The Climate Change Action Plan presented to Cabinet provides the framework to achieve this.

6. The plan sets out seven themes of focus and outline targets to achieve the goal of becoming carbon neutral:

    - 1) Community Leadership – the Council as community leader for the Borough to deliver actions to be carbon neutral e.g. active promotion to residents and businesses to be carbon neutral, promoting awareness of and access to grant funding, working with schools to be carbon neutral.

    - 2) The Council's Own Operations – reducing the carbon emissions the Council generates from day to day service delivery e.g. exploring ways to generate renewable energy, introduction of a green travel plan for staff, procuring services which are low or carbon neutral.

    - 3) Building better places – through the local authority planning process, influence developments to be carbon neutral e.g. consider introducing new planning policies that support carbon neutral developments, ensuring sustainable transportation plans, to ensure that any trees lost through development are compensated for by offsite development.

    - 4) Using Clean and Green Energy – to ensure the energy the Council uses comes from renewable sources and to make changes to the heating of buildings to lower the consumption of energy.

    - 5) Waste Management – minimising the production of waste in the first instance and where waste is produced, it creates a smaller carbon footprint e.g. delivering campaigns to residents to avoid producing waste (reducing the use of plastics), encouraging residents to grow their own food, work with businesses to reduce waste.

- 6) <u>Climate Change Adaptation and Mitigation</u> – putting in place changes to everyday activities and changes to the environment we live in which help adapt to the changing climate and / or mitigate the effect of climate change e.g. flood alleviation schemes, water efficiency schemes to store water, providing advice and encouragement to residents and businesses to take action.

- 7) <u>Carbon Offsetting</u> – to put in place measures to compensate for carbon emissions which can not be avoided in the short-term e.g. tree planting, to promote carbon off-setting actions to residents and businesses.

7. The Council wants to hear from residents, community groups, partners and businesses about the proposals, as well as their own ideas to be carbon neutral to inform the Climate Change Action Plan. Cabinet is, therefore, asked to agree that the draft plan is subject to a consultation period to engage meaningfully with residents, the community and businesses to inform the final plan, to be presented to Cabinet in July 2021.

Financial Implications

8. There are no direct financial implications associated with the preparation of the draft Climate Action Plan or proposed consultation, with both being managed within existing resources.

RESIDENT BENEFIT & CONSULTATION

The benefit or impact upon Hillingdon residents, service users and communities?

9. The Climate Change Action Plan sets out the action the Council has taken to date to significantly reduce its own carbon emissions and the outline actions needed to be fully carbon neutral across the Borough by 2030. Taking action to continue to further reduce carbon emissions and adapt to the impact of climate change will help residents, businesses and communities to avoid disruption to day to day lives, and ensure the Borough is a cleaner and healthier place to live.

Consultation carried out or required

10. The draft Climate Change Action Plan builds on the work the Council has undertaken to date to significantly reduce carbon emissions in the Borough. Cabinet is asked to agree to undertake a consultation stage to inform the final plan to be presented to Cabinet in July 2021.

CORPORATE CONSIDERATIONS

Corporate Finance

11. Corporate Finance has reviewed this report and confirms that there are no direct financial implications associated with the proposed consultation on the draft Climate Change Action Plan. Following the public consultation and as specific projects are developed to meet the

goals set out in the Action Plan, these will be fully costed and integrated into the Council's Medium-Term Financial Forecast and financial strategy as appropriate.

Legal

12.   The Borough Solicitor confirms that there are no specific legal implications arising from this report or to agree to the recommendations and to undertake a consultation. More detailed legal advice will be given as necessary once the outcome of the public consultation is reported back for consideration.

Infrastructure / Asset Management

13.   Not applicable at this stage.

Comments from other relevant service areas

14.   Not applicable at this stage.

BACKGROUND PAPERS

Council 16 January 2020 – Motion and Climate Declaration

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London Borough of Hillingdon

The Strategic Climate Action Plan

**Draft for Consultation
March 2021**

Foreword

Our climate is changing rapidly, and the consequences are alarming. Consequences that are not a distant problem but are happening now. This is a global crisis with more and more reports of severe and lasting consequences; wildfires, floods, droughts and storms all more commonplace. In the UK the frequency, duration and strength of storms and extreme weather are also far more common.

The risks are escalating and the need for more decisive action more prevalent than ever. The time for discussion on whether and how much the climate is changing is over.

The Council has already taken action. In 2007 we signed the Nottingham Declaration on Climate Change. This led to a climate change strategy which has seen council carbon emissions reduce by over 40% during the last ten years.

Yet further action is required as the challenge intensifies. The Council responded swiftly to the will of the residents in declaring a climate emergency which demonstrates the need for even greater effort from everyone. The Council is not alone in that. As a leader in the community and responsible for shaping the future of the borough it is uniquely placed to set higher standards and achieve meaningful results.

The Council will be carbon neutral by 2030. That is our commitment to our residents. Its ambitious and challenging but it is also necessary. We also commit to providing leadership and direction for others to follow; to give everyone the chance to contribute to the task of responding to this crisis.

This new strategy provides the framework for our response to the challenge. It reaffirms the commitments already made, demonstrates the progress to date and sets out how we will drive through real change through ambitious actions.

We want to encourage, educate, and empower individuals to follow our lead so that we can be proud to be playing our part in responding to this emergency.

I welcome and sincerely encourage your involvement in these shared endeavours.

Councillor Eddie Lavery
Cabinet Member for Environment, Housing and Regeneration

The Vision

To become the greenest London borough, to protect and enhance the environment, and to provide a brighter prospect for future generations.

This Strategic Plan will set out the Actions to realising this Vision focussing on three Corporate Commitments:

Corporate Climate Commitment 1: "To lead and inspire our residents, businesses and schools to reduce their own carbon emissions."

Where we cannot directly control emissions, we intend to identify the opportunities to enable others to reduce theirs. We want to work with residents, schools, and businesses to enable them to identify their carbon footprint and to put in place actions to reduce it. Typical examples are assisting private sector homeowners with insulation and renewable power schemes or creating the infrastructure for charging electric vehicles and encouraging each school to have its own carbon reduction plans.

Corporate Climate Commitment 2: "To become 'Carbon-Neutral' by 2030."

We will invest in energy saving measures across the property portfolio. This applies to public access buildings and sites where the Council pays for the energy supplies, our vehicles and highway assets like streetlighting and car parks. We will reduce our demand on fossil fuel to the minimum and use carbon offsetting to counteract our remaining emissions.

Corporate Climate Commitment 3: "To achieve 100% clean energy across the Council's services by 2030."

From 2020 all the electrical power to Council assets was sourced from certified renewable sources. The energy was secured through a London wide contract which runs until 2024. This means we can be assured that our electrical power component of our service is currently zero-carbon.

We still use fossil fuels for heating and hot water and this use needs to be reduced.   Over the lifetime of this strategy, we will replace and upgrade these heating systems with more efficient, low carbon and renewable power alternatives. In addition, some fleet vehicles will require diesel fuel until a viable electrical replacement can be found. Any remaining fossil fuel use will be incorporate into the carbon offset programme.

1. Introduction

What is Climate Change?

1.1.1. The world's climate is changing due to increased levels of gases such as carbon dioxide in the atmosphere. These 'greenhouse' gases occur naturally in the atmosphere, trapping heat that comes from the sun like the glass in a greenhouse. The 'greenhouse effect' is a natural occurrence and without it the Earth would be over 30 degrees cooler and uninhabitable.

1.1.2. However, due to human activities such as the burning of fossil fuels (oil, gas and coal) and deforestation, concentrations of greenhouse gases in the atmosphere are rising and making the natural greenhouse effect more pronounced, trapping more of the sun's heat and resulting in a rise in the earth's temperature.

Average Annual Global Temperature (celcius)
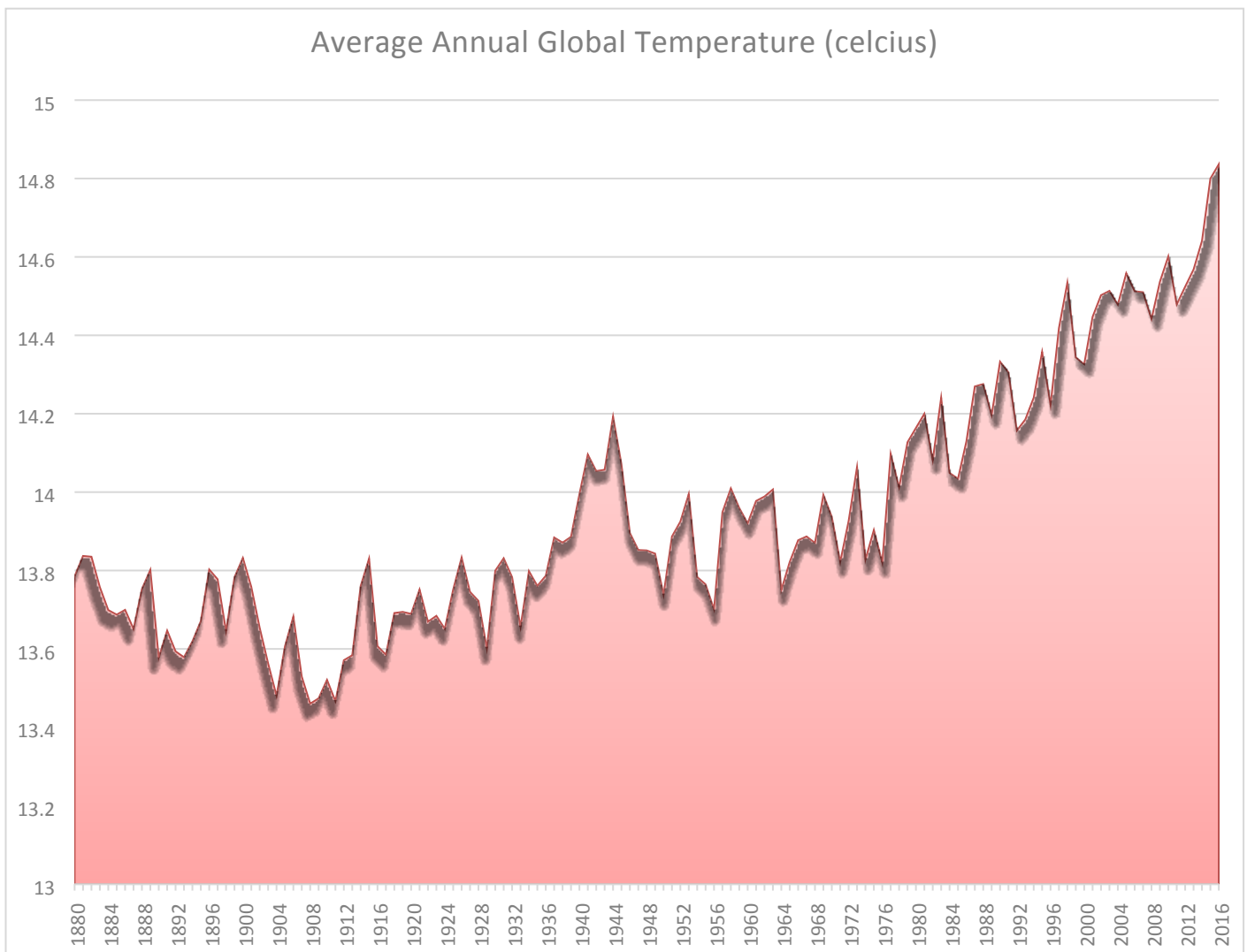
1.1.3.   Various gases contribute to amplifying the natural greenhouse effect. However, the main contributor to the global warming that we are now seeing is carbon dioxide. Scientific research has demonstrated that carbon dioxide levels are higher than at any time in the past 650,000 years, and this has resulted in gradual warming of the world's climate.

WARMEST YEARS ON RECORD (INCREASE FROM 20TH CENTURY AVERAGE)

Year	Increase
2016	1
2020	0.98
2019	0.95
2015	0.93
2017	0.91
2018	0.83
2014	0.74

0   0.2   0.4   0.6   0.8   1   1.2
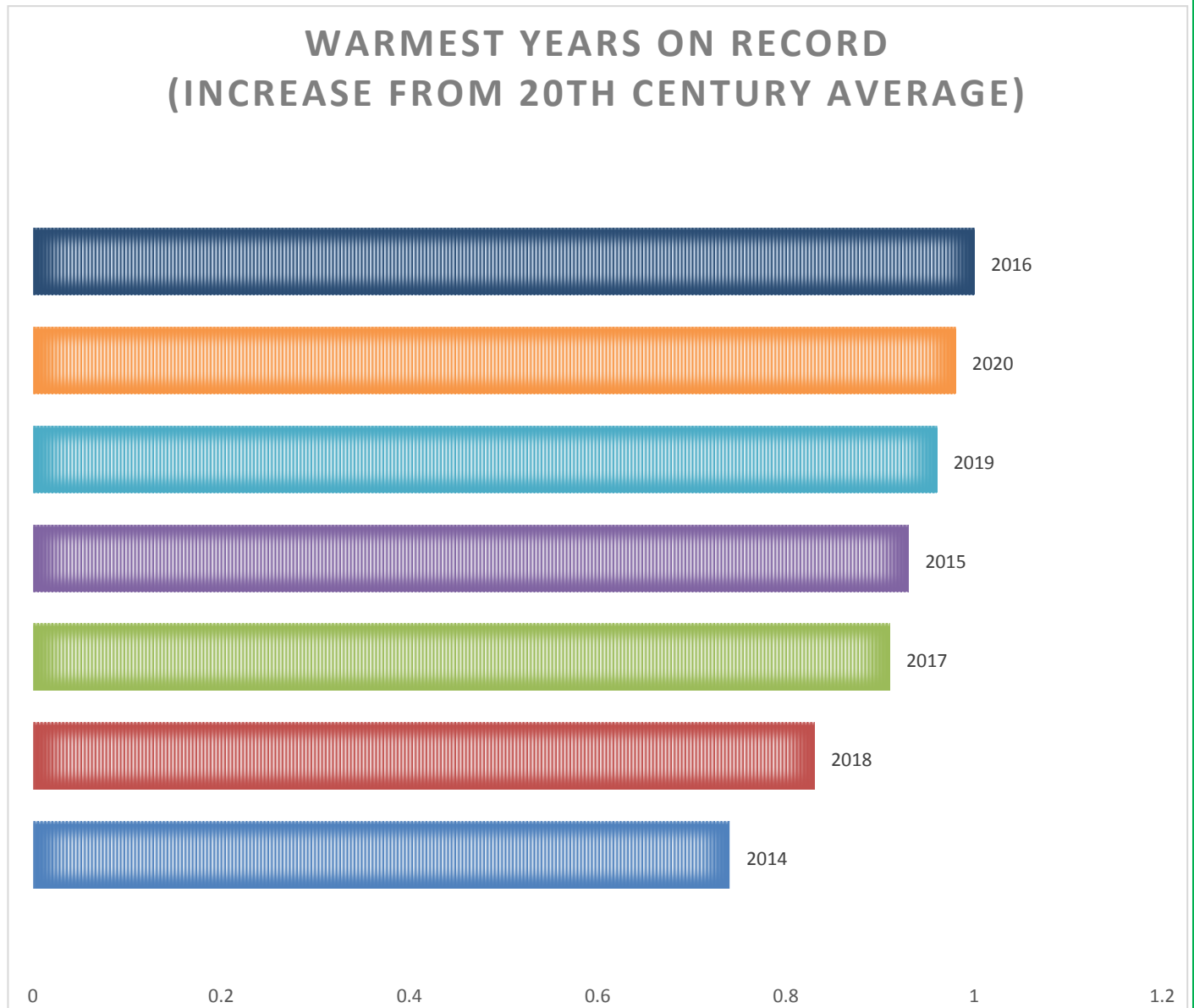
1.2.   Why does climate change matter?

1.2.1.   Uncontrolled climate change will lead to higher global temperatures, rising sea levels and more extreme, unpredictable weather conditions across the world. These events and their knock-on effects, such as drought and its impact on food production, or the flooding of coastal areas where many people live, will put hundreds of millions of lives at risk. This is already occurring in the developing world.

1.2.2.   Global problems are all too common and widely reported. However, the UK is far from immune from the impacts of Climate Change. The Environment Agency's 2020 State of the Environment Report presents some worrying consequences of Climate Change:

Water Resources

Climate change will affect the amount and timing of rainfall that supports river flows and replenishes groundwater. It will also influence the demand for water and its quality, as well as the way land is used – all of which will put pressure on water resources.

Summers are likely to get hotter, significantly increasing demand for water. Winters are likely to get warmer and wetter. Although average summer rainfall is not predicted to change, more rainfall may come in big downpours. This could lead to droughts and floods, possibly at the same time. This would increase the damage caused and increase the risk of disasters such as wildfires. Increasing frequency of both drought and summer heatwaves could lead to a much higher likelihood of these extreme events occurring at the same time.

River flows are predicted to increase in winter and decrease in summer. Groundwater supplies may decrease over the 21st century. Reduced summer rainfall and increased summer evaporation would negatively affect wetland plant and animal communities, particularly in rain-fed wetlands. Increased areas of stagnant water during droughts, coupled with increased temperatures could lead to the spread of mosquito borne diseases such as dengue fever and West Nile virus.

Treatment plants, pumping stations and sewers that are designed to cope with the past and present climate may no longer be adequate. The reliability of existing reservoirs, groundwater sources and river intakes will change. Some infrastructure, critical for providing water supplies, will be more vulnerable to flooding. Agricultural production may be negatively affected by water shortages during warm, dry summers, particularly in the south and east. Wetter autumns and winters will also reduce productivity by disrupting the timing of farm management activities, and by causing increased flooding in low-lying agricultural areas. Valuable ecosystem services such as biodiversity and pollination provided by well-managed agricultural land are also threatened by the impact of climate change on water resources.

Environment Agency: State of the Environment Water Resources Report, 2020

1.2.3. Closer to home, there are likely to be problems in Hillingdon related to flooding, either from rivers, sewers or surface water as well as overheating in the hotter summer, causing evacuation of vulnerable people such as the elderly and schools. Water shortages across London are also a likely reality as summers continue to get hotter and drier.

1.2.4. The changing climate is not just about environmental impacts. It has significant consequences for the population too and not just directly from issues such as flooding but wider implications for health:

Health

The health impacts of a changing climate will mainly be felt through changes in temperature, disease and pollution. High temperatures can affect health and cause premature death. Older people and those with underlying illnesses are more at risk and the numbers will increase with an ageing population as temperatures increase. Heat related deaths may increase from 2,000 to 7,000 per year by the mid-2050s. Milder winters will reduce cold-related deaths by an estimated 2%. This is likely to marginally reduce the total numbers of temperature related deaths overall, because there are so many more cold-related than heat-related deaths in the UK. Hot weather is also known to increase aggressive and violent behaviour.

There may be an increase in frequency of episodes of high air pollution caused by weather patterns such as heatwaves. There is evidence that pollen releases may increase, affecting hay fever symptoms. Higher temperatures will increase the suitability of the UK's climate for invasive species and increase the risk of them spreading diseases. Native disease vectors such as ticks and mosquitos may also increase in numbers or geographical range as temperature and moisture levels change. For example, hot, dry weather can lead to increased areas of stagnant water, which would be likely to increase the spread of mosquito-borne diseases, should they be introduced. Land-use change such as creating wetlands may also contribute to mosquito abundance.

Environment Agency: Statement of the Environment Report, 2020

1.2.5. The implications of climate change are dramatic, threatening and will prove costly, not just to the environment or financial resources, but also to the health of residents and communities. This is not a problem that will just affect faraway places, it will have direct consequences for the people of Hillington too.

2. A Positive Track Record

We have long established values and a consistent track record of activity in relation to carbon reduction. Over the last 10 years, many practical activities have continued to reduce our carbon footprint.

In 2009, emissions across our operations stood at over 21.6 thousand tonnes of CO_2.

By 2020 we had reduced this by 42% to just under 12.5 thousand tonnes of CO_2.

It is necessary to keep going though even though the challenge becomes tougher. For example, many of the 'quick wins' have already been taken meaning that even more concerted effort is required within the restrictions of pressurized budgets.

We are well set and well positioned to build on the success already made. Our belief is we must embed climate change in existing services to make more meaningful changes in an efficient and effective manner.

We want services to see carbon emissions in the same way as our financial budgets and for everyone to take responsibility.

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**2009
21,608
(tCO$_2$)**

2020
12,487
(tCO$_2$)

-42%
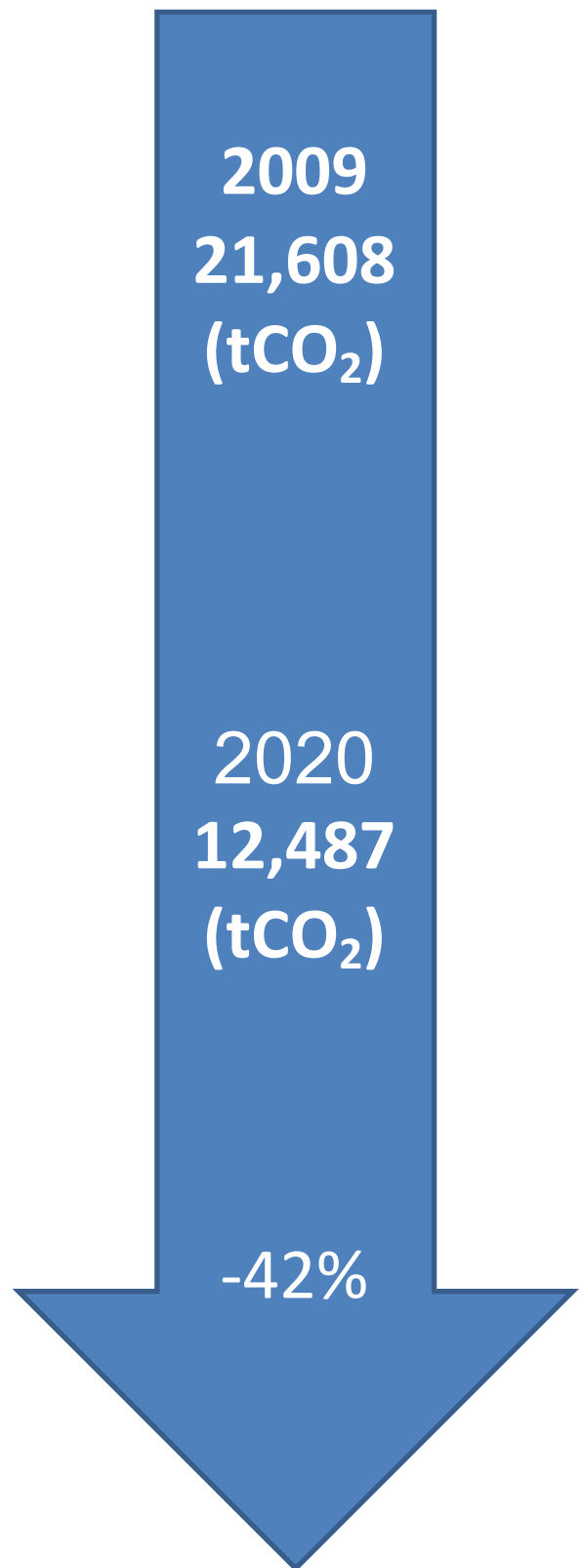
| Business Area (Tonnes CO_2)	2008/9	2019/20	Change	Percentage
Gas and Electricity	16,964	11,334	-5,630	-33%
Fleet Transport	4,644	1,153	-3,491	-75%
Total	**21,608**	**12,487**	**-9,121**	**-42%**

Emissions reductions from 2009 to 2020 (tCO2)
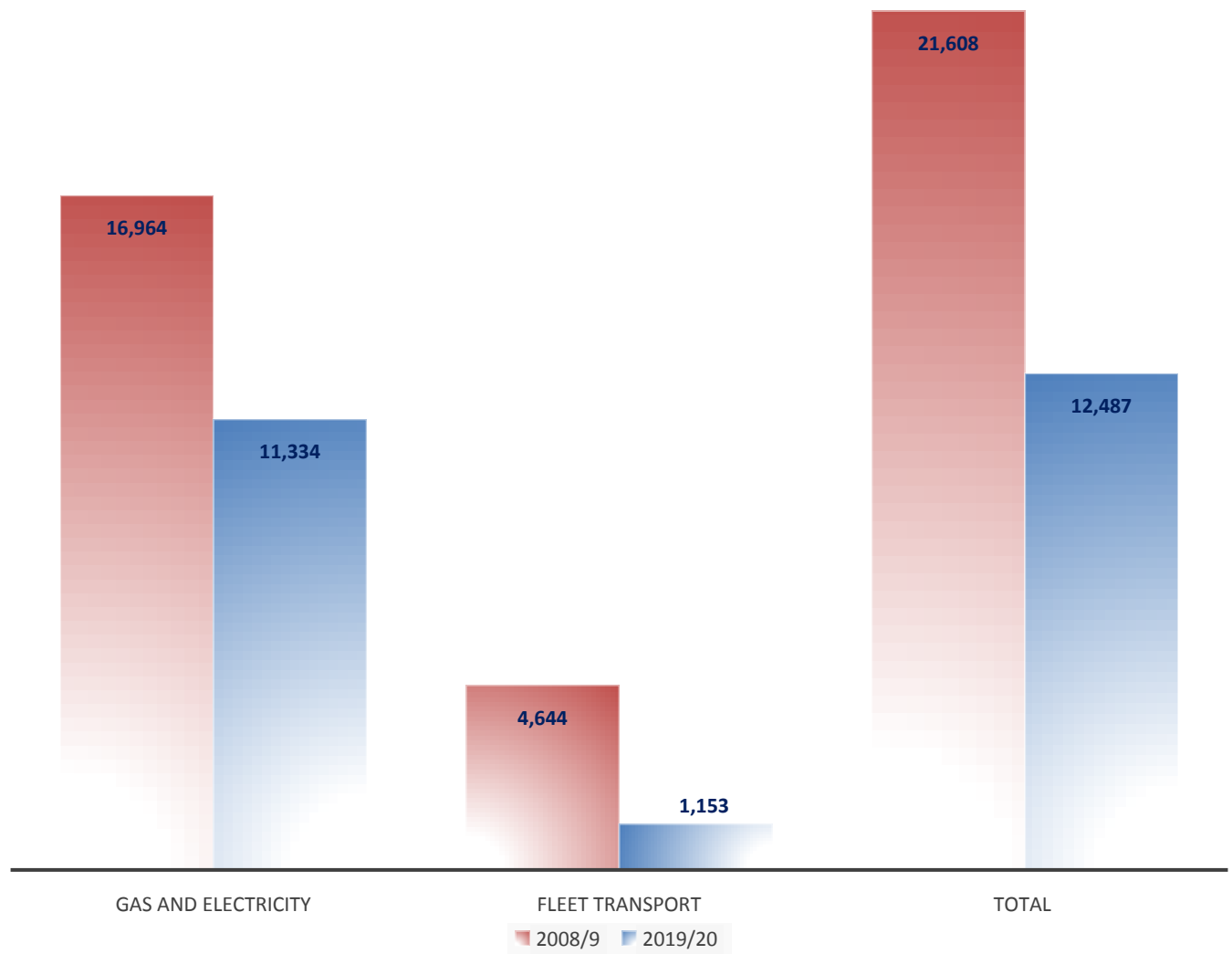
How we have reduced our own Carbon Emissions

Between 2010 and 2020, the Council has achieved a significant reduction in carbon emissions arising from gas, electric and vehicle fuels use. The reasons for this are two-fold. Investment in systems and technology (shown below) and behavioural changes across services which reduce carbon emissions and, the gradual decarbonisation of the UK electrical power network.

Installation of low carbon and renewable technology at various community facilities around the borough.	Active measures to improve local air quality and deter motorists from leaving their vehicle engine idling, particularly around schools.
Private sector housing, All Tenures: working with government led schemes across our housing stock insulation and heating improvements.	Higher efficiency heating and cooling systems within a range of buildings and facilities
Council Housing properties: loft and cavity wall insulation, upgrades through reactive works upgrading inefficient communal lighting to LED and reducing the energy demand for homes.	Schools and community centres: major refurbishment and new building work leading to higher energy standards.
Smart metering installed for monitoring and to identify the buildings with the most demand.	Active no idling campaigns at schools to reduce air pollution and to encourage more sustainable forms of transportation.
Urban greening initiatives and the planting of new trees across the Borough, including offering 5000 free saplings for residents to grow.	LED lighting upgrades across several corporate buildings including the Civic Centre.
Street lighting programme, replacing 23,700 sodium lights with more efficient LED units.	Installation of solar panels across various buildings
5 hybrid and 3 full electric cars purchased.	50 Operational vehicles upgraded to EURO 6 specification, reducing engine exhaust emissions.

The London Borough of Hillingdon is already one of the greenest boroughs in London.

In terms of climate change these areas are of great importance. They act as carbon sinks. This means they take carbon dioxide and other nasty pollutants out of the air and replace it with clean air. They will continue to play a key role in helping us manage its carbon emissions.

All natural vegetation performs a role as a carbon sink but trees are particularly important. The tree canopy coverage across London is continually under threat which is why we are seeking to protect our own trees where we can. We also have large scale tree planting ambitions to increase the tree canopy coverage across the borough. This is not just a long-term aspiration, it is already happening, as illustrated by our recent concerted tree planting campaign.

601 - Standard tree planting in highways and parks

1500 - Whips - New approach to highway tree belts - Long Lane (Trees for Cities)

100 - Sukura Cherry Tree Project

3000 - Whips - Colham Green (Trees for Cities)

37 - Standards - Colham Green (Trees for Cities)

12 Fruit tree orchard - Colham Green (Trees for Cities)

1000 trees provided for our residents to plant

A total 6250 trees planted with only 215 removed for various reasons (e.g. dead or hazardous)

3. The Starting Position

The last decade of performance on carbon emissions was extremely positive. However, it also means that finding more savings becomes more difficult; there is still a long way to go for Council operations to become to carbon neutral.

London Borough of Hillingdon
Carbon Emissions (tCO$_2$e) April 2019 to March 2020

Electricity 6,304

Total Emissions (tCO2e) 12,488

Natural Gas 5,030

Vehicle Travel 1,154
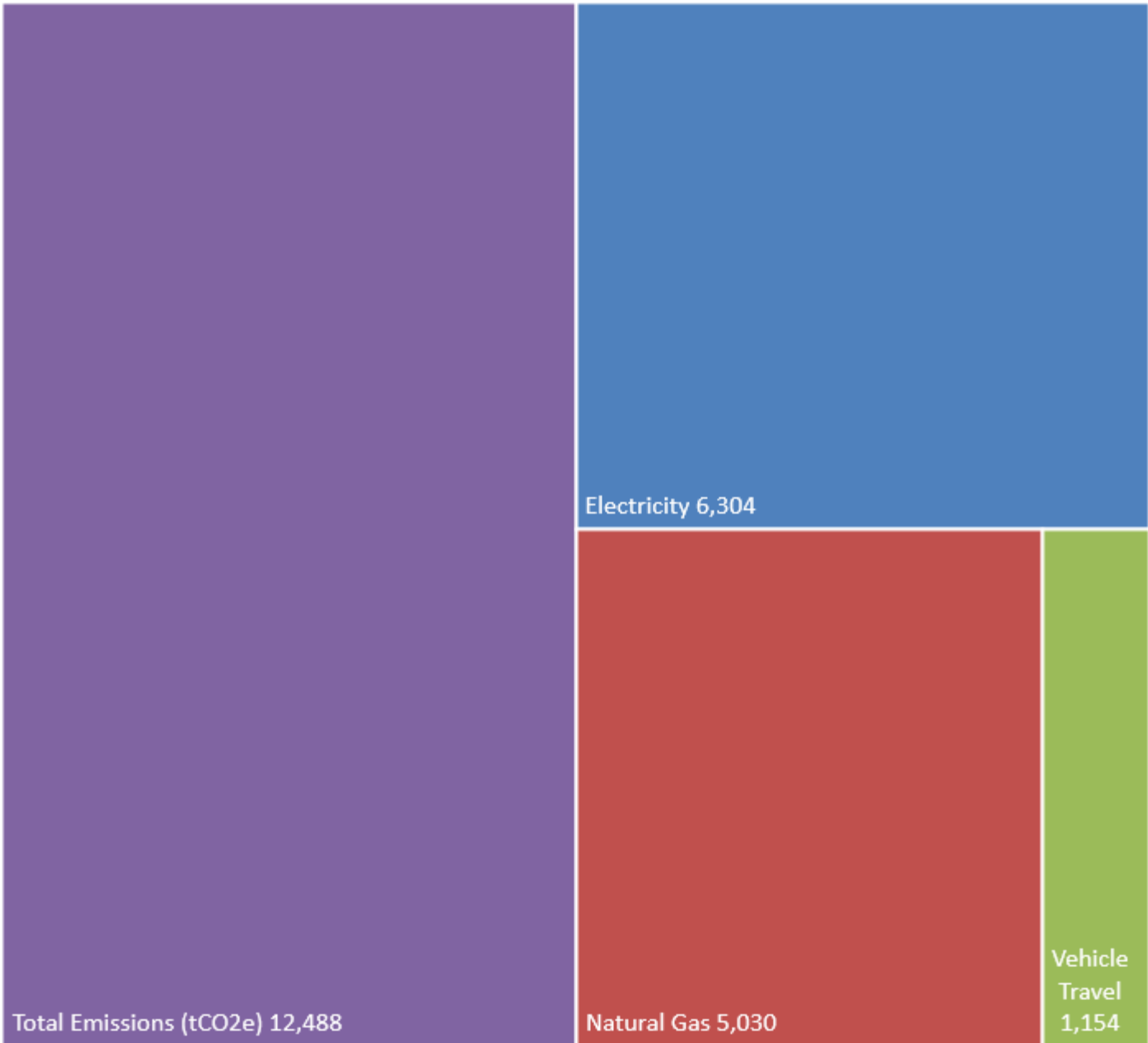
There are several challenges to achieving carbon neutrality across our operations. The chart below shows the highest 'emitting' buildings. Our Civic Centre sits clearly at the top of the operational building stock. This is an ageing building built in the 1970s. This means that it was not designed to accommodate the kind of modern services of office working, for example the number of computers and servers along with the operational demands of so many staff members. It has also recently been designated as a Grade II listed building by Historic England restricting the types of renovations and changes that could be accommodated on other similar ageing buildings.

Total carbon emissions (tCO2e) associated with the top 10 energy consuming Council buildings

Legend: Electricity tCO2e, Gas tCO2e

Top 10 (Non-Building) Annual GHG Emissions

GHG Emissions (tonnes CO2e)
Legend: Electricity, Gas
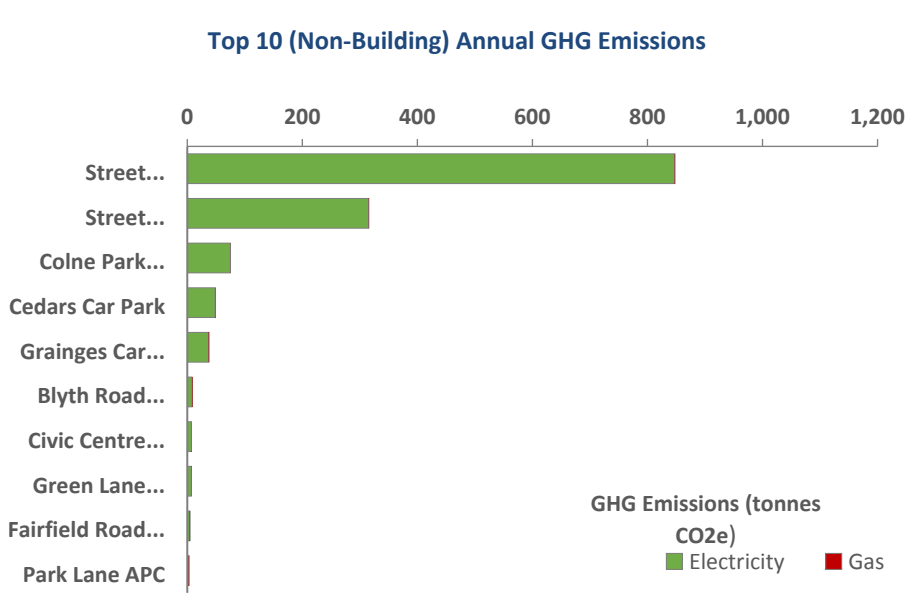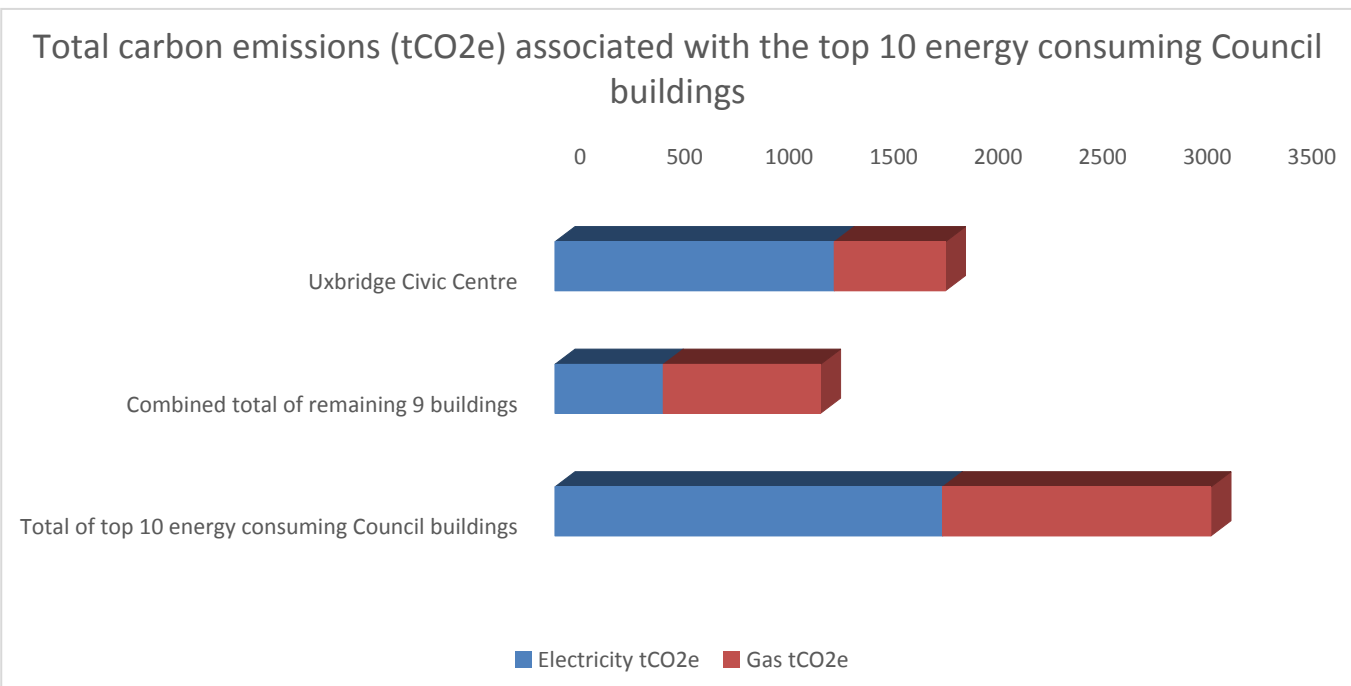
Streetlighting also represents a significant hurdle as it makes up the majority of the 'non-building' emissions.

For both the Civic Centre and streetlighting, innovative approaches will be required to find solutions to achieving the necessary emissions reductions.

Our carbon neutral target relates to our own operations where we have control over emissions. However, that is not to ignore the wider emissions across Hillingdon. The Council intends to take a leadership, influencing, promoting, and supporting role to encourage those sectors outside of our control to follow our lead. This will be difficult as many of the sectors identified below will require action at a national level. We cannot force action on those outside of our control but we can use our unique position to encourage others to change their ways.

Emissions (tCO2e) across Hillingdon from the built environment (data taken from Scattercities.com)

| Category	Emissions (tCO2e)
Residential buildings	419053
Commercial buildings & facilities	89938
Institutional buildings & facilities	307159
Industrial buildings & facilities	168800
Agriculture	1037
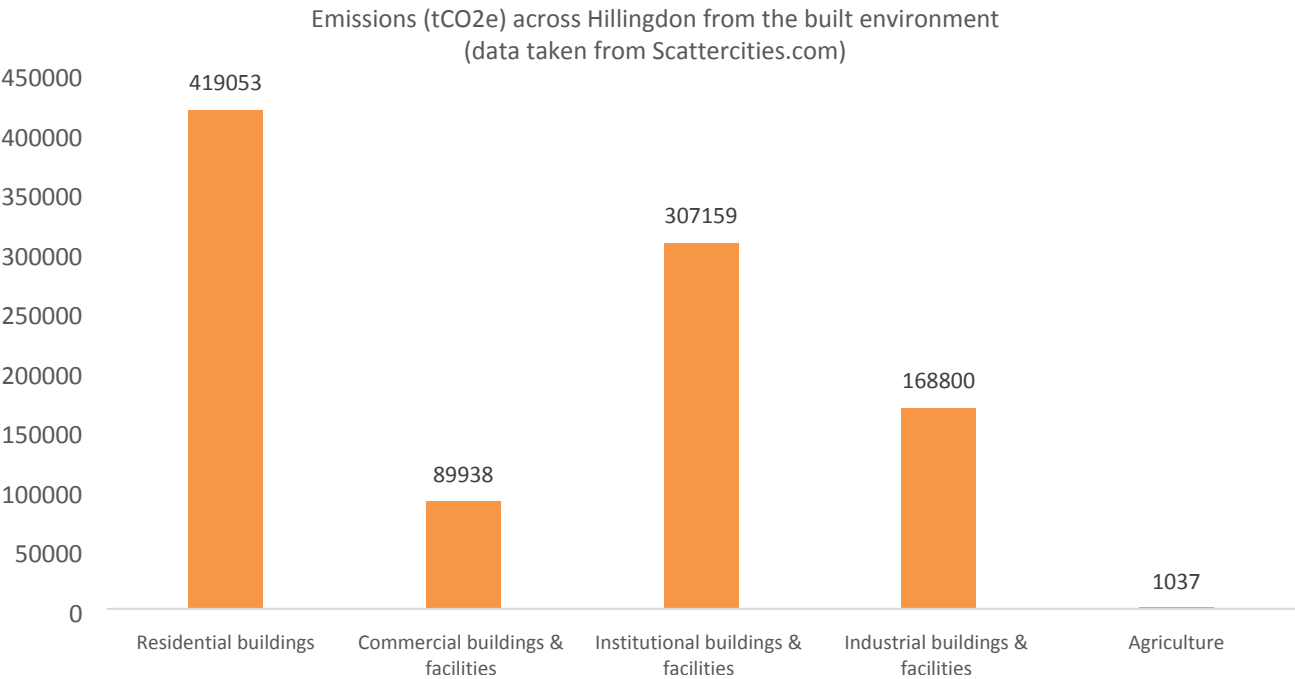
Emissions (tCO2e) across Hillingdon from Transportation excluding aviation (data taken from Scattercities.com)

Category	Emissions (tCO2e)
On-road	438850
Rail	7390
Waterborne navigation	862
Off-road	4389
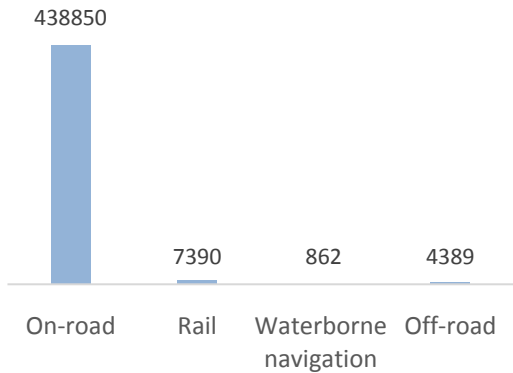
As an outer London borough Hillingdon has several major transport routes (e.g M4, A40) into London. The emissions from vehicles travelling through Hillingdon account for our borough carbon footprint.

Again, the Council has no control over these types of emissions and action to reduce or offset these emissions must be part of a national series of actions.

However, the Council does acknowledge them and will take action to improve opportunities for sustainable transportation within the borough, i.e. through the promotion of new cycle routes and challenging TFL to improve bus services.

4. Taking Action

7 Key themes have been identified from which the Council's response to Climate Emergency will be developed

Objective	Theme
C1	Community Leadership
C2	The Council's Own Operations
C3	Building better places
C4	Using Clean and Green Energy
C5	Waste Management
C6	Climate Change Adaptation and Mitigation
C7	Carbon Offsetting

5. The Actions

C1	Community Leadership
C1.1	Promote the concept of zero carbon communities.
C1.2	By the end of 2021 we will have a dedicated online learning resource to provide detailed advice and guidance on how to lower a person's carbon footprint.
C1.3	To use our unique access to communities through, for example residents associations, to develop community forums and groups to support and promote climate actions.
C1.4	Support the access of funding for the 'greening' of residential properties and businesses.
C1.5	To use our unique access to businesses to set up a borough wide Climate Change forum to develop ideas collectively to collaboratively work towards achieving climate change objectives.
C1.6	We will prioritise fuel poor households for assistance with accessing grant funds to improve energy efficiency and reduce their energy costs.
C1.7	By 2023 for all our managed schools and educational facilities to have their own Climate Action Plans in place.
C1.8	During 2021 for all non-Council managed schools and educational facilities to be contacted and encouraged to put their own Climate Action Plans in place by 2023.
C1.9	To support, promote and raise awareness of the use of sustainable transportation and ensure resources are available to allow communities to make transport changes that do not rely on polluting private transportation.

C2	The Council's Own Operations

C2.1	Council operational building stock to be accredited as carbon neutral by 2030.
C2.2	By 2030 significant progress will be made to ensuring the Council's fleet will be powered by the cleanest available technology.
C2.3	Ensure all corporate decisions, particularly regarding estate management and property disposal consider the impact of the climate emergency.
C2.4	Introduce a green Council staff travel plan that encourages and promotes less business travel and commuting and the increased use of low or zero carbon travel methods.
C2.5	To investigate opportunities for energy generation from renewable sources on Council operational building stock and on land it owns.
C2.6	The procurement of all new Council equipment and services will be measured against the objectives of this strategic plan.

We are committed to carbon neutral operations by 2030. This is a challenging target that will require new ways of working, innovative approaches to our operations and a carefully coordinated use of the funds available.

We also commit to a procurement strategy that will aim to ensure our suppliers' carbon emissions are more clearly understood and are factored into Council decision-making on the purchasing of supplies and services.

We will also look to use our own building stock and land to host electricity generating technology, for example through the installation of solar panels. This cleaner energy generation will help us to reduce our carbon footprint, reduce reliance on electricity from fossil fuels and provide low cost supplies.

Green travel plans will be developed for both staff commuting and Council business transportation. These will be instrumental in encouraging new ways of working, placing more emphasis on technological solutions (i.e. virtual meetings) and reducing reliance on less sustainable forms of transportation.

C3	Building Better Places
C3.1	To use the development plan system to ensure all new major development will be zero carbon.
C3.2	To consider new planning policies to ensure all non major new development is also zero carbon.
C3.3	To ensure no new development is built in high and medium flood risk areas unless absolutely necessary and only then whe flood risk management is properly understood and mitigated.
C3.4	To ensure all new development contributes to responsible environmental performance.
C3.5	To ensure all new development contributes to the sustainable management of transportation.
C3.6	To ensure that any trees lost are compensated for by offsite replanting.

Our planning policies stem from national and regional policies. The London Plan takes a firm stance on new development with regards to Climate Change.

Many of the policies outlined above are therefore already part of the planning framework which developers must respond to. However, they are reproduced here to ensure this strategic plan is comprehensive in identifying the principal issues concerning climate action.

Innovative approaches to new development mean it doesn't just have to be zero carbon but can assist with providing a net reduction.

C4	Using Clean and Green Energy
C4.1	To ensure and certify that the Council secures energy supplies from low or clean forms of generation by 2030.

Green Energy Purchasing

We have committed to purchasing all electrical energy from certified renewable sources. This means 100% of our electrical energy comes from sources such as wind, solar and hydroelectric power. Our existing contract will supply this energy until 2024. To maintain a 100% supply beyond 2024, part of the strategy will consider alternative options for renewable power purchasing to 2030 and beyond.

Carbon Offsetting

The gas we use in our buildings is not considered to be a renewable source of energy. To compensate for this, we must install low carbon or zero carbon heating sources in as many council owned buildings as possible. Where there is a residual element of fossil fuel leading to carbon emissions, we will mitigate that amount of carbon elsewhere. We will do this using either our own green space or renewable assets, or by purchasing a carbon offset elsewhere.

C5	Waste Management
C5.1	Lead by example with a clear waste collection and sorting strategy for the Council's own operations with year on year targets for improvements.
C5.2	Support the West London Waste Authority on waste reduction campaigns.
C5.3	Provide an online resource for educational facilities to develop and implement waste reduction strategies. Monitor, record, and report on progress.
C5.4	Work with businesses to reduce waste productivity.
C5.5	Encourage and support residents and communities to reduce, reuse and recycle waste.
C5.6	Develop a community campaign to manage waste more sustainability.
C5.7	Promote the importance and value of growing food, either individually or through community groups.

Waste management may only represent a small portion of our carbon footprint, but this does not tell the whole story.

Plastic provides a good example of the carbon lifecycle of waste. Plastic is essentially a form of fossil fuel that is made from oil or natural gas; its carbon footprint starts immediately as it is produced.

From here, plastic undergoes many other processes before its end journey, often over very long distances to the consumer.

From here the carbon footprint grows further. The plastic is discarded and then a new process, with a heavy carbon footprint, commences. Either the waste material is recycled or disposed of. These processes are carbon intensive, from bin collection through to sorting and then whether recovered for re-use, disposed of or incinerated.

It is also necessary to note that not all plastic is managed appropriately; irresponsible treatment of plastic waste has now become a major threat to our natural ecosystems. Reducing its production in the first instance is vital.
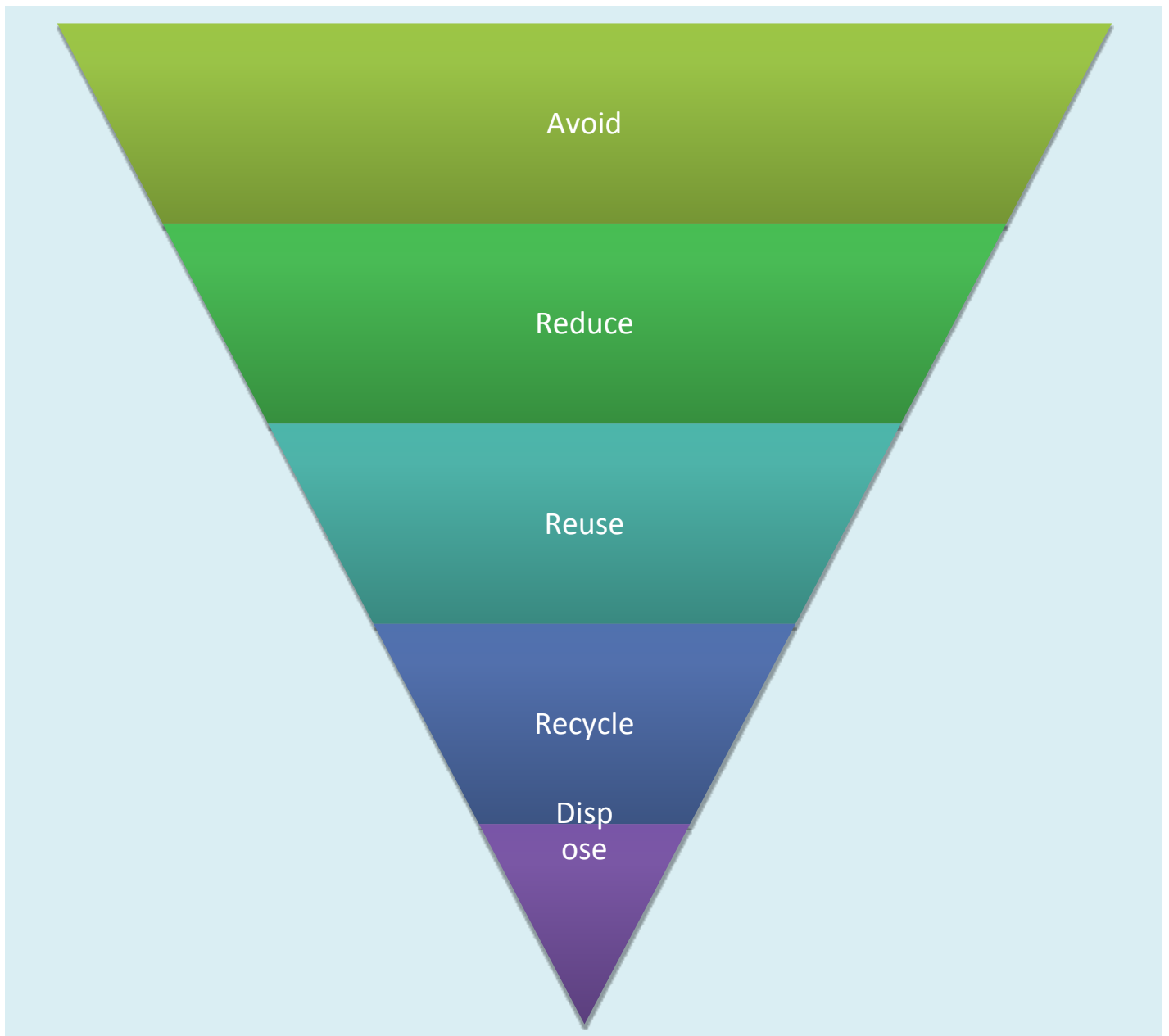
The above waste hierarchy for domestic and commercial production is an important guide to how waste should be managed. A lot of attention has been placed on recycling in recent years, but this falls someway down the hierarchy. Recycling has its own high carbon footprint from collection, sorting and through to processing. While we aim for high recycling rates, it is important to recognise that recycling is simply a better way of managing a problem that already exists, i.e. what to do with waste.

We want to see more attention given to the higher tiers of the hierarchy. We must first encourage the avoidance of waste wherever possible. When we determine the need for a service or product, we must consider the waste generation and life cycle of what is being proposed. This is because when we factor in the waste generated, it may be worth avoiding the product or service altogether.

Reducing waste is also extremely important and forms part of a more sustainable approach for decision making. A service or product could be preferrable if there is a commitment from the supplier to reduce the amount of waste or emissions involved. We see waste as wide ranging issue, with many forms. It can be as simple as packaging, but also as a by-product of creating the things we need. For example, the emissions associated with the manufacturing of a product.

C6	Climate Change Adaptation and Mitigation
C6.1	To put in place a water efficiency strategy for all Council operations (i.e. green space management), then monitor, record and report year on year savings.
C6.2	To ensure the Council's flood resilience and management work incorporates a changing climate and that the Council's own land and property decisions consider the need to make space for water.
C6.3	To run a campaign to raise awareness for the need to be better prepared for a changing climate.

Carbon Mitigation

In the context of this objective, mitigation means the enhancement of 'sinks' that store and process harmful carbon emissions.

Climate change problems are exacerbated through the production of greenhouse gases in combination with the natural storage of them.

In terms of the latter, it means the loss of natural green space, tree canopies, grassed areas concreted over and the loss of garden space.

We will reverse this trend through its response to the climate emergency.

Carbon Adaptation

Carbon adaptation is about being prepared for problems already stored up in the 'pipeline'.

The climate is changing, and the consequences are already being felt. Action now is about ensuring they do not get worse, but it is also an unfortunate truth that impacts are already upon us.

Hotter summers, colder winter spells and increased storm activity impact everyone but especially the most vulnerable.

We need to identify the most vulnerable and those at risk and ensure we put in place support and resources so that the impacts of climate change are managed appropriately.

C7	Carbon Offsetting
C7.1	To develop a Carbon Offsetting strategy for the Council's own operations to manage any residual carbon emissions.
C7.2	To promote carbon offsetting opportunities for businesses and communities as part of a complete package of measures to tackle climate change and not as a sole solution.
C7.3	Increase carbon sequestration through increased planting and changes to green space management. In particular to plant more street trees in urban areas to improve air quality, tackle flood risk and improve the quality of life.

What is Carbon Offsetting?

Carbon offsetting is the reduction in carbon emissions made through a particular process to compensate the emissions produced elsewhere.

Why do we need Carbon Offsetting?

We accept will not be able to save every kilogram of carbon which is why offsetting is so important. It is a way of compensating for what residual carbon emissions remain. We will establish the best methods to deploy carbon offsets to ensure transparency in reporting.

Offsetting sits alongside a robust reduction strategy; we will use it as a last resort and only to be relied upon for those emissions that simply cannot be saved.

How do we offset carbon emissions?

Offsetting can come in a variety of forms. Large scale tree planting has historically been the most common form of offsetting. Alternatively, developers who cannot achieve zero carbon in a new development will offset the 'shortfall' through contributions to the Council who will find savings on their behalf.

Our preference for offsetting is to develop a strategy in combination with the approach to mitigation (Climate Objective C6). We want to increase the tree canopy across the borough, allow more naturalisation of green spaces and in particular increase tree coverage in areas of poor air quality.

We are a major land holder in Hillingdon which is already one of the greenest boroughs. We have many parks and open spaces that provide the perfect opportunity for increased tree planting and biodiversity improvements.

6. How this Plan works

This Strategic Plan is the just the start. We want all our services to adopt climate responsible operations and we have adopted an approach that puts the responsibility on the individual services to identify and deliver opportunities to respond to the climate emergency.

The Strategic Plan is therefore a catalyst for a series of other more detailed plans that will include actions and targets following the consultation on this document. An Action Plan tracker will collate all the actions into one place and will be available online for a transparent understanding of the ongoing actions.

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                        ┌──────────────────────┐
                        │   Climate Action     │
                        │   Strategic Plan     │
                        └──────────────────────┘
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| Corporate Operations Action Plan | Carbon Offsetting Action Plan | Climate Change Adaptation and Mitigation Action Plan | Community Action Plan | Air Quality Action Plan |

- Reducing Emissions in Corporate Buildings
- Identifying Opportunities for Renewable Energy Projects
- Fleet Management Action Plan
- Waste Management Strategy

Incorporating Flood Action Plan

7. Monitoring and Reporting

We commit to providing an annual report on the actions within this Strategic Plan along with the supporting specific action plans.

These annual reports will be accompanied by a review of the plan which we will invite stakeholders, communities, residents and businesses to comment on through a period of consultation.

Responding to the climate emergency requires a collaborative effort from everyone. It is therefore important that there is full engagement. It is also important to ensure that everyone has the opportunity to present their ideas and their experiences to ensure that the Council is progressing in the right direction.

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PREVENT

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Fiona Gibbs, Stronger Communities Manager
Papers with report	None
Ward	All

HEADLINES

To provide an update on the activity being taken in relation to delivering the Council's responsibilities under the Prevent Duty, as set out in the Counter Terrorism and Security Act 2015.

RECOMMENDATIONS:

That the Committee:

1. **Note the report.**

2. **Endorse the work that is being undertaken with regards to managing local risk relating to violent extremism and the threat from terrorism, and in safeguarding those vulnerable to radicalisation.**

SUPPORTING INFORMATION

The threat from terrorism, globally and in the UK, remains significant.

The UK faces a number of different and enduring terrorist threats. The main threat seen in the UK has been caused by the rise of Daesh and the creation of its cult-like "Caliphate", combined with the persistent threat from Al Qa'ida. However, more recently we are seeing that the white supremacist ideology is ever increasingly providing both the inspiration and justification for people who have committed extreme right-wing terrorist acts.

The **CONTEST** strategy aims to reduce the risk to the UK and its citizens and interests overseas from terrorism, so that our people can go about their lives freely and with confidence.

PREVENT is a key part of the CONTEST strategy; its aim is to stop people becoming terrorists or supporting terrorism. Early intervention is at the heart of "Prevent" in diverting people away from being drawn into terrorist activity. "Prevent" happens before any criminal activity takes place. It is about recognising, supporting and protecting people who might be susceptible to radicalisation.

Radicalisation can be described as the process by which a person comes to support terrorism and extremist ideologies.

The eventual aim of radicalisation is to change what an individual believes in (their ideology) and their behaviour until they support or participate in violent extremist or terrorist activity. It is important to note that not all individuals who have radical views will end up being involved in extremism or in carrying out acts of terrorism.

As part of the Governments refresh of CONTEST, published in June 2018

The **Prevent** Strategy objectives are to:

- Tackle the causes of radicalisation and respond to the ideological challenge of terrorism.
- Safeguard and support those most at risk of radicalisation through early intervention, identifying them and offering support.
- Enable those who have already engaged in terrorism to disengage and rehabilitate.

Counter Terrorism and Security Act 2015

Section 26 of the Counter-Terrorism and Security Act 2015 (the Act) places a duty on certain bodies ("specified authorities" listed in Schedule 6 to the Act), in the exercise of their functions, to have "due regard to the need to prevent people from being drawn into terrorism" (Prevent Duty Guidance for England and Wales 2015).

Role of the Local Authority and Partnership working

The Local Authority has a role in providing leadership within their area and ensuring that there is a locally coordinated plan in place, based upon an understanding of agreed risk. This plan needs to be informed through partnership working with multi agency and community involvement.

The Council's policy on promoting stronger communities and equality, states that: "Hillingdon Council is committed to ensuring that vulnerable individuals are safeguarded from being radicalised into violent extremism and supporting or becoming terrorists themselves as part of the Home office Counter Terrorism strategy (CONTEST). Working with partners, we aim to tackle hate and extremism in all its forms and build a stronger, more resilient and cohesive borough."

Delivering the Local Authorities responsibilities under the Prevent Duty, activity falls under the following:

Safeguarding procedures and referral pathways

Identifying and supporting those who might be vulnerable to radicalisation is a key aim of the Prevent duty. Being able to identify those at risk at an early stage provides an opportunity to offer the support they need to turn away from violence and address the factors that may have drawn them towards extremism.

Individuals can become radicalised for a variety of reasons, and anyone could become vulnerable and require support.

Channel is the multi-agency process for the management of cases relating to vulnerability to radicalisation and support of terrorism. As part of the Counter Terrorism and Security Act, there is an obligation on local agencies to cooperate in the delivery of Channel.

Channel is designed to be an early intervention process, targeted at vulnerable individuals, with an emphasis upon this being aligned to other safeguarding concerns

Channel is a Home Office sponsored programme and is currently coordinated by officers from SO15 Counter Terrorism Command with local authorities working in partnership and acting in the role as Chair of the Channel panel. It is based upon a multi-agency approach to identify and provide support to people at risk of radicalisation. Channel addresses risks from all forms of terrorism by drawing on expertise from the police, local authorities, other statutory agencies, and community organisations.

The Channel panel in Hillingdon meets monthly and is currently chaired by the Council's Prevent Lead and the deputy Chair is a Senior Manager from Children's' Services.

Governance and assurance of safeguarding and Channel are reviewed annually and embedded within the priorities of both the Adults' and Children's' Safeguarding Partnership boards and also reports into the Safer Hillingdon Partnership. Under new guidance published by the Home Office, the Council is required to submit an annual assurance statement to them, that is signed off by the Chief Executive.

Referrals are processed through MASH, with a designated SPOC who liaises with the Channel Chair to ensure speedy and appropriate triage of cases received.

As Heathrow is in our Borough, we have introduced a protocol with their counter terrorism police unit, so that we can work effectively together to manage any safeguarding concerns relating to radicalisation that may come through the airport.

In Hillingdon, as has been reflected within the Home Office published data on Channel cases, whilst the reason for referral has mostly been linked to the influence of groups such as Daesh we have begun to see an increase in those relating to the extreme far right. There has also been an emerging trend in those where the ideology is deemed to be more mixed/unclear, where the vulnerabilities are much more complex.

Training for staff

A programme of training for staff and other stakeholders regarding Prevent is vital in ensuring that agencies are meeting their expectations in relation to safeguarding under the duty. The Council provides support to local partners and agencies in delivering training and has provided training to more than 5000 staff across the Borough from within the Council, education (including schools, FE&HE), health, voluntary and other settings.

This programme is ongoing and promotion of Home Office e-learning modules as well as face to face training are provided across our partnership working.

Risk assessment

Working with local partners to understand the picture in relation to radicalisation, and the potential risks or concerns that might impact the community, informs our local plan and is vital to ensure that we can respond effectively and proportionately.

This picture is forever changing, and it is important that we understand how that is impacting upon our local communities and how we can work together to tackle the influence of extremist groups. For example: understanding the online space and how that is used to spread extremist material and messaging and influence individuals who might be vulnerable.

Partnership working

There is a local Prevent Partnership group that has been in place since 2008 and works together to develop and implement an annual and local Prevent plan for Hillingdon.

This group meets quarterly with representatives from all local agencies to ensure that we are working collaboratively in meeting our responsibilities under the Prevent duty. This enables us to have a collective understanding and respond to any emerging patterns/ risks.

As part of governance and oversight, the Local Strategic Partnership and the Safer Hillingdon Partnership regularly review actions/ performance in delivering the Prevent duty and other work undertaken to tackle hate and extremism.

Building resilience

Through the Stronger Communities Partnership, a broader approach has been established to promote community involvement, integration, and inclusion, that underpins the building of stronger and more resilient communities.

We continue to deliver our MOPAC (Mayor's Office for Policing and Crime) funded programme in collaboration with police, schools, the college, the University and community, aimed at tackling hate crime and extremism. Enabling young people, women, and our diverse community to have their say on these issues and develop materials to raise awareness and encourage further dialogue.

One of the most important aspects of Prevent, is equipping individuals to be able to question, challenge, develop critical thinking skills, gain understanding and respect for others, whilst developing their own sense of identity, belonging and aspirations. This underpins, undermines, and helps build resilience to the extremists' message - which aims to divide communities and

promote intolerance and hate.

Workshops have been delivered in schools. With pupils discussing topics relating to promoting equality and diversity, challenging discrimination, and tackling hate. Pupils through their discussions have been able to demonstrate awareness of diversity in Britain, and understanding of core values including unity, respect, democracy, how to report concerns and more, leading to increased resilience and cohesion.

In working with our local communities, the programme has also included the recruitment and training of Hate Crime Upstanders. The Hate Crime Upstanders have been recruited from across local voluntary and community organisations to enable them to better understand all forms of hate crime, how to report incidents and support those from within the community who may be victims.

Implications on related Council policies

A role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

Ensuring that we are meeting our Prevent duty falls within the Council's policy of Promoting Stronger Communities and Equality in Hillingdon as reviewed and adopted by Cabinet in January 2020.

How this report benefits Hillingdon residents

This report aims to provide assurance that the Council is working towards its responsibilities under the Prevent duty, which aims to keep our residents safe from the influences of extremism and potential impacts from acts of terrorism.

Financial Implications

Hillingdon is a non-priority Borough for Prevent and as such receives no external funding from the Home office to deliver against the Prevent duty.

Legal Implications

If cases are not managed effectively, then individuals may become involved in undertaking an act of violent extremism or terrorism causing harm to themselves and the wider community. This also implies a reputational risk for the organisation.

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PAST REVIEW UPDATE (HOMOPHOBIC, BIPHOBIC AND TRANSPHOBIC BULLYING)

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee
Officer reporting	Daniel Kennedy, Director - Planning, Environment, Education and Community Services
Papers with report	None
Ward	All

HEADLINES

The purpose of this report is to provide the Committee with an update on the recommendations approved by Cabinet in June 2019 following the Committee's review into Combating Homophobic, Biphobic and Transphobic Bullying of Young People in Hillingdon.

The restrictions that have been in place due to the COVID-19 pandemic have meant that some of the actions in the recommendations have been delayed. Nevertheless, there has been a lot of good work that has continued over the past 18 months which has aimed to prevent and tackle homophobic, biphobic and transphobic bullying.

RECOMMENDATIONS:

That the Committee:

1. **Note the updates on recommendations as agreed by Cabinet in June 2019**

SUPPORTING INFORMATION

Policy Overview Committee Recommendations and Update

1. Officers attend the Headteachers' Forum and Governors' Forum to promote all elements of equality, including a focus on LGBT issues and preventing and tackling homophobic, biphobic and transphobic bullying, as well as how to report it.

Update: The Headteachers' and Governors' Forums have not taken place in the same way due to the pandemic. Officers will attend the next virtual Headteachers' termly meeting and present an item on promoting equality, with a focus on LGBTQ+ issues. Officers will also continue to share articles in the regular communications that go out to Headteachers and Governors.

2. Ensure homophobic, biphobic and transphobic bullying be included in the Council's programme of tackling hate crime and extremism in schools.

Update: The Stronger Communities team are delivering workshops to students in schools as part of their work in tackling hate and extremism and supported by funding from MOPAC. Due to the pandemic, the delivery of sessions has been difficult, although some sessions have been delivered virtually. Now schools have re-opened we have a number of sessions booked for the summer term. The team are also offering sessions to staff and other local agencies relating to LGBTQ+ awareness.

3. The Council release a template / guidance regarding LGBT bullying for schools, including best practice to combat homophobic, biphobic and transphobic bullying, that can be used or adapted by schools to ensure it meets their individual needs.

Update: The Education Improvement and Partnerships team hold regular briefings with Designated Safeguarding Leads in schools and cover a variety of topics including bullying.

Officers from Adolescent Services will be attending one of these briefings in April to specifically talk about LGBTQ+ bullying in schools. Guidance will be produced as part of this briefing and will include signposting to resources, such as the Stonewall's 'Getting Started' Toolkits for tackling bullying.

4. The Council encourages local primary and secondary schools to join the "Stonewall Champions Programme".

Update: Officers attended the 'Stonewall Champions Programme' training day and will share their experiences in the presentation to the Headteachers' and Governors' Forums and encourage schools to sign up.

5. The Council release a press statement and fly the rainbow flag outside the Council on the date of "Pride in London" to celebrate LGBT awareness.

Update: A press statement has been released and the flag flown each year since the recommendation was approved.

Implications on related Council policies

A role of the Policy Overview Committees is to make recommendations on service changes and improvements to the Cabinet who are responsible for the Council's policy and direction.

How this report benefits Hillingdon residents

The recommendations seek to improve support by local schools for young people in combating homophobic, biphobic and transphobic (HBT) bullying.

Financial Implications

None.

Legal Implications

None.

BACKGROUND PAPERS

None.

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FORWARD PLAN

Committee name	Corporate Services, Commerce & Communities Policy Overview Committee

Officer reporting	Liz Penny, Democratic Services

Papers with report	Appendix A – Forward Plan

HEADLINES

The Committee is required by its Terms of Reference to consider the Forward Plan and comment as appropriate to the decision-maker on key decisions which relate to services within its remit (before they are taken by the Cabinet or by the Cabinet Member).

RECOMMENDATION

That the Committee note the Forward Plan, and comment on any items coming before Cabinet if they see fit.

SUPPORTING INFORMATION

The Forward Plan is updated on the 15th of each month. An edited version to include only items relevant to this Committee's remit is attached as Appendix A.

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Ref	Upcoming Decisions	Further details	Ward(s)	Final decision by Full Council	Cabinet Member(s) Responsible	Officer Contact for further information	Consultation on the decision	NEW ITEM	Public or Private (with reason)
		SI = Standard Item each month Council Departments: PE =Planning, Environment, Education & Community Services IT - Infrastructure, Transport & Building Services SC = Social Care CR&S = Corporate Resources & Services FD= Finance							
Cabinet meeting - Thursday 22 April 2021									
14	**Contract extension - Revenues and Benefits Service**	Cabinet will consider an extension to the current contract for the Revenue and Benefits service, which undertakes the collection and recovery of Council Tax, business rates, the processing of benefits claims and related queries.	All		Cllr Martin Goddard	FD - Muir Laurie			Private (3)
SI	**Voluntary Sector Leases**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community.	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - TBC	TBC		Public
Cabinet Member Decisions expected - April 2021									
SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public
Cabinet meeting - Thursday 20 May 2021									
31	**Procurement of Corporate Fleet Vehicles**	Cabinet will consider arrangements for procuring vehicles for the Council's fleet which provide daily services to support essential operations and residents.	N/A		Cllr John Riley	IT / FD - Stephen Gunter / Suzie Shardow		**NEW**	Private (3)
SI	**Voluntary Sector Leases**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - TBC	TBC		Public
Cabinet Member Decisions expected - May 2021									
SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of decisions each month on standard items - details of these standard items are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public
Cabinet meeting - 17 June 2021									

45	**ICT Infrastructure as a Service (IaaS) Microsoft Azure Consumption Charges**	This report will ask for Cabinet agreement to the continued use of Microsoft Azure Infrastructure as a Service (IaaS) to host critical business applications used by services and also the infrastructure supporting this for a three-year (1 + 1 + 1) period. Permission will also be sought to delegate authorisation of Cloud Solution Providers as appropriate during the three year period.	N/A		Cllr Douglas Mills	IT / FD - Michael Clarke / Allison Mayo		**NEW**	Private (3)
27	**Budget Outturn 2020/21**	Cabinet will review the Council's budget outturn position for the previous financial year.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	RS - Michael Patterson / Michele Wilcox			Private (3)
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - TBC	TBC		Public

Cabinet Member Decisions expected - June 2021

SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public

Cabinet meeting - 8 July 2021

43	**Climate Change Action Plan**	Hillingdon Council passed a Climate Change Declaration at its full Council meeting on 16 January 2020 which set out targets to become carbon neutral and achieve 100% clean energy across the Council's services by 2030. Cabinet in March 2021 agreed to consult on the Action Plan. This report will set out the results of the consultation and seek Cabinet's permission to approve the Action Plan going forward for regular monitoring of progress to towards those goals.	All		Cllr Eddie Lavery	PE - David Haygarth / Ian Thynne	Policy Overview Committees / public consultation / stakeholders	**NEW**	Public
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - TBC	TBC		Public

Cabinet Member Decisions expected - July 2021

SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public

NO CABINET IN AUGUST 2021									
SI	**Interim, Urgent & emergency decision-making by the Leader of the Council**	As there is no Cabinet meeting in August, the Leader of the Council may take interim or urgent key decisions, and if so required, on behalf of the Cabinet. These will be reported to Cabinet at a later date for ratification and public record.	Various		Cllr Ian Edwards	CR&S - Democratic Services	Various	**NEW**	Public / Private - TBD
SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public
Cabinet meeting - 2 September 2021									
SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - Democratic Services	TBC		Public
Cabinet Member Decisions expected - September 2021									
SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public
Cabinet meeting - 14 October 2021									
SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - Democratic Services	TBC		Public
Cabinet Member Decisions expected - October 2021									
SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public
Cabinet meeting - 11 November 2021									

SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - Democratic Services	TBC		Public

Cabinet Member Decisions expected - November 2021

SI	**Standard Items taken each month by the Cabinet Member**	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public

Cabinet meeting - 16 December 2021

38 (a)	**The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)**	This report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	TO FULL COUNCIL 24/2/22	Cllr Ian Edwards / Cllr Martin Goddard	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers	**NEW**	Public
39	**Financial assistance to Hillingdon's local voluntary organisations**	This report to Cabinet will make recommendations on the level of financial support to voluntary organisations for the 2022/23 financial year, demonstrating continued commitment to the vital work they do for residents in Hillingdon.	All		Cllr Douglas Mills	RS - Kevin Byrne		**NEW**	Public
SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox			Private (3)
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard	FD - Paul Whaymand			Public
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - Democratic Services	TBC		Public

Cabinet Member Decisions expected - December 2021

	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various		Public

Cabinet meeting - 6 January 2022

SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox		Private (3)
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - Democratic Services	TBC	Public

Cabinet Member Decisions expected - January 2022

	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various	Public

Cabinet meeting - 17 February 2022

38 (b)	**The Council's Budget - Medium Term Financial Forecast 2022/23 - 2026/27 (BUDGET FRAMEWORK)**	Following consultation, this report will set out the Medium Term Financial Forecast (MTFF), which includes the draft General Fund reserve budget and capital programme for 2022/23 for consultation, along with indicative projections for the following four years. This will also include the HRA rents for consideration.	All	TO FULL COUNCIL 24/2/22	Cllr Ian Edwards & Cllr Martin Goddard	FD - Paul Whaymand	Public consultation through the Policy Overview Committee process and statutory consultation with businesses & ratepayers	Public
SI	**Voluntary Sector Leases Report**	Regular report on discounted leases to voluntary sector organisations that benefit residents and the wider community	All		Cllr Jonathan Bianco	IT - Michael Patterson / Michele Wilcox		Private (3)
SI	**Monthly Council Budget - monitoring report**	The Cabinet receives a monthly report setting out in detail the Council's revenue and capital position and other key financial decisions required.	All		Cllr Martin Goddard	FD - Paul Whaymand		Public
SI	**Reports from Policy Overview, Scrutiny & Select Committees**	Reports, findings and recommendations for consideration by the Cabinet, when referred from the appropriate Committee.	All		TBC	CR&S - Democratic Services	TBC	Public

Cabinet Member Decisions expected - February 2022

	Standard Items taken each month by the Cabinet Member	Cabinet Members make a number of non-key decisions each month on standard items - details of these are listed at the end of the Forward Plan.	Various		All	CR&S - Democratic Services	Various	Public

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WORK PROGRAMME 2020 - 2021

Committee name	Corporate Services, Commerce and Communities Policy Overview Committee

Officer reporting	Liz Penny, Democratic Services

Papers with report	Appendix A – Work Programme

HEADLINES

To enable the Committee to track the progress of its work in 2020-2021 and forward plan its work for the current, and next, municipal year.

RECOMMENDATIONS:

That the Committee note the Work Programme 2020 – 2021 and agree any amendments.

SUPPORTING INFORMATION

The Committee's meetings start at 7.30pm (unless stated otherwise below), and the meeting dates for the next municipal year are as follows:

Meetings	Room
17 September 2020	Virtual
13 October 2020	Virtual
4 November 2020	Virtual
12 January 2021	Virtual
3 February 2021	Virtual
4 March 2021	Virtual
6 April 2021	Virtual

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Multi Year Work Programme

May 2018 - May 2022 · **2021**

Corporate Services, Commerce & Communities Policy Overview Committee	January 12	February 3	March 4	April 6	May No meeting	June 3	July 6	August No meeting	September 7
Review D: Voluntary Sector Response during COVID-19 Pandemic									
Topic selection / scoping stage									
Witness / evidence / consultation stage	Witness 2	Witness 3							
Findings, conclusions and recommendations			Findings						
Final review report agreement				Final report					
Target Cabinet reporting					20 May Cabinet				
Review E: TBC									
Topic selection / scoping stage				Topic		Scoping			
Witness / evidence / consultation stage							Witness 1		
Findings, conclusions and recommendations									Witness 2
Final review report agreement									
Target Cabinet reporting									
Regular service & performance monitoring									
Mid year Budget Update									X
Annual complaints & service update report									
Biennial Safety Review - Sports Grounds (tbc)									
Cabinet's budget proposals for next financial year	X	All POCs							
Cabinet Forward Plan Monthly Monitoring	X	X	X	X		X	X		X
One-off service monitoring									
Performance Improvement				X					
Safety of Council-Owned Properties & Buildings			X						
Alley Gating Scheme	X								
Hillingdon First Limited			X						
Anti-Social Behaviour during Lockdown	X								
Prevent				X					
Climate Change Action Plan / carbon reduction				X					
Future Review Topics									
Past review delivery									
Recruitment									
Homophobic, Biphobic & Transphobic Bullying				X					
Local Policing & Community Safety in Hillingdon	X								
Local Commerce, Employment, Skills & Job Creation (date tbc)									
Voluntary Sector Response during COVID-19 Pandemic (date tbc)									
Internal use only									
Report deadline									
Agenda published									

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